

*investing
in
ourselves*

GIVING AND
FUND RAISING
IN INDIA



sampradaan
INDIAN CENTRE FOR PHILANTHROPY

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WITH SUPPORT FROM

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The Asia Foundation

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Investing in Ourselves: Giving and Fund Raising in India

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INDIA'S DEVELOPMENT NEEDS are vast; the resources to meet them are not. Most of them come from government and foreign donors. Increasing contributions from private sources to supplement and to provide choice is an urgent necessity. However, in spite of a long and distinguished tradition of philanthropy, private contributions to promote the public good are inadequate. The impact of what is being contributed is also sub optimal. Partly this is due to limited public knowledge of the need for and potential of public philanthropy as well as of different ways of contributing. Lack of a professional approach to giving and the absence of a representative body or a "chamber", to work on behalf of the charitable sector are also responsible.

Sampradaan-Indian Centre for Philanthropy (SICP) represents an effort to meet these needs for information, professional advice, and representation. Established in 1996 it is a national non-profit registered society whose goal is to promote and strengthen philanthropy and to re-establish it as a way of life in Indian society. It envisions a philanthropy movement in the country to promote organized, informed, effective and regular giving of time, talent and other resources to meet important societal needs. A second goal is to secure and maintain an environment conducive to philanthropy by increasing awareness and appreciation of its role by people, corporations and the state.

It achieves these objectives through research, documentation and publications; workshops and conferences; advocacy with government; public education; promotional campaigns; and the establishment of a resource center.

Guided by a governing council of nine distinguished citizens from different walks of life, it has worked to foster cooperation between the state, corporate sector and civil society organisations for purposes of philanthropy. A unique clearinghouse of information on national and international philanthropy it has also acted as a catalyst for promotion of new ideas and concepts.

Like other initiatives before it, this project, "Investing in Ourselves", is dedicated to SICP's vision of a compassionate and caring culture in which resources are shared willingly to create a socially responsible and just society.

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Foreword

Investing in Ourselves—Giving and Fund Raising in Asia had its origin in the International Conference on Supporting the Nonprofit Sector in Asia, sponsored by the Asia Pacific Philanthropy Consortium (APPC) in January 1998.¹

The central theme of the conference was the need to explore ways in which governments, international financial institutions, philanthropic foundations, corporations, and others could contribute to the continued growth and financial sustainability of nonprofit organizations in Asia during a period of economic decline. Although planned long before, the conference took place at the height of the Asian economic crisis, which began in Thailand in July 1997 and had just a few weeks earlier, in December 1997, brought the Korean economy to the point of collapse.

The economic crisis represented a setback to what had been until then more than a decade of steady growth of philanthropic foundations and other forms of organized philanthropy in Asia. In the short term, the economic crisis ensured that foreign funding would continue to be essential to the economic support of NGOs, but as I stated in my opening remarks at the conference:

From the perspective of long-term resource mobilization, Asian and other nonprofit organizations will ultimately depend for their survival on the quality of the relationships they are able to establish with public opinion in their countries and with their own governments, and only secondarily and for the short-term on their relationships with international public and private donor agencies.

In other words, the fundamental challenge to Asian NGOs was, and remains, to develop local sources of sustained funding.

The Asian Development Bank was represented at the conference by Gordon Wilkinson, who was at the time responsible for the ADB's work with NGOs. Wilkinson took the initiative to approach Jaime Faustino, who

was then APPC's Executive Officer (and, concurrently, The Asia Foundation's Assistant Representative in the Philippines), to express ADB's interest in discussing how ADB and APPC might cooperate to assist NGOs in their quest for financial sustainability.

Subsequently, APPC and Venture for Fund Raising, a newly established nonprofit consulting and research firm, developed a proposal and began the complicated process of negotiating co-financing arrangements with the Asian Development Bank. Before that deal could be consummated, however, USAID became interested in the project and provided funding for research on NGO resource mobilization strategies in the Philippines, a study that served as the pilot test for the eventual seven-country project. Subsequently, the Nippon Foundation in Japan also joined the project as a donor. We are grateful to all three donors for their support, and to The Asia Foundation for its role in facilitating the project and managing its finances.

Investing in Ourselves—Giving and Fund Raising in Asia had four principal objectives:

- to build awareness of successful methods of fundraising employed by Asian NGOs and to identify innovative best practices;
- to increase understanding of the need for transparency and accountability among Asian NGOs if they are to be successful in fundraising;
- to increase the capacity of Asian NGOs to mobilize resources; and
- to establish benchmarks against which to measure the nature and scope of philanthropic giving in selected countries.

The study also sought to document Asian fundraising experience in order to supplement or replace imported models and experience for use in local training; and to demonstrate that charitable giving and volunteering takes place even in relatively poor countries that do not share Western cultural traditions.

The study produced 118 case studies of successful local fundraising in seven countries (Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines, Thailand) and household level surveys of charitable giving in four of these countries (India, Indonesia, Philippines, Thailand).

Investing in Ourselves is a pioneering study. The household survey on charitable donations in Indonesia is the first ever conducted in that country, and the surveys in India, Philippines, and Thailand complement surveys

being conducted by the Johns Hopkins Comparative Nonprofit Project. As a pioneering effort, there are few benchmarks against which to compare our survey findings and only limited experience on which to estimate the impact of potential sample bias. It will take repeated future surveys to validate or revise these results. We hope that publication of these findings, with all the methodological caveats discussed in Chapter 3, will encourage others to continue to gather empirical data that will eventually result in a more detailed and comprehensive understanding of the dynamics of charitable giving in Asia.

These caveats aside, the surveys and case studies begin to provide valuable insights into the dynamics of philanthropy in the countries studied.

The surveys confirm in a practical way what cultural anthropologists have long taught—that philanthropy takes place everywhere, in all cultures. The frequently heard arguments that there is no cultural tradition of philanthropy in Asia, or that it is a Western import, or that philanthropy only occurs in wealthy countries, are once again refuted by the results of this study. In all four countries, almost all high to middle income households, as defined in the local context, made philanthropic gifts during the preceding twelve months, a pattern similar to that found in “developed” countries.

In addition, the amounts donated to charitable causes are substantial in local terms. In Thailand, Philippines, and Indonesia, for example, the average amount given per capita was reported to be US\$546, \$400, and \$123, respectively. Restated in terms of purchasing power parity (PPP), which provides a more meaningful international comparison, these amounts convert to the equivalent of US\$1610, \$1385, and \$538, respectively. On the other hand, the Indian respondents reported significantly lower levels of giving and a lower giving *rate* (that is, fewer of the respondents reported giving).

There is a similar hierarchy of giving in all four countries. Individuals are the main recipients of philanthropy, followed by religious organizations, then voluntary organizations. Individuals were the recipients of about 40 percent of charitable giving in three countries, and about 58 percent in Thailand. Although the four countries have different religious traditions, in each of them religious organizations received almost a third of all giving except in Thailand. In that country, although 95 percent of the respondents reported that they had made “religious contributions” during the previous year, only about 16 percent of their cash donations on a per capita basis were reported to have gone to religious organizations.² (In contrast, the

annual estimates of private charitable donations compiled in *Giving USA* indicate that almost half of all charitable donations made in the United States go to or through religious organizations.) Voluntary organizations, particularly social service providers and those in education, received between 21 and 28 percent of charitable donations.

Both the surveys and the case studies suggest that there is considerable scope for increased fundraising from local sources in the seven countries studied, but that some significant obstacles need to be overcome. On the one hand, the household surveys and the case studies demonstrate that there is already a significant pool of current contributors in each country. As fundraisers everywhere know, it is often most fruitful to focus on increasing donations from those who already give. It also appears that at least some fundraising approaches common in the US and Europe, but previously presumed to be inappropriate in Asia, such as direct mail, media advertising, telephone solicitations, selling tickets to special events, workplace giving, and selling NGO products, publications, and services, have also been used successfully by NGOs across the region.

In a statement that draws together the survey findings and the case studies, the authors of the chapter on fundraising principles assert that “people don’t give money to causes; they give to *people* with causes.” While individual donors in each of the seven countries studied may differ in their motivation to give to others, they share the need for a sense of connection to the organization and its cause. Most often, that sense of connection takes a personal form—knowing the organization’s founder, trustees, or staff; believing in the personal integrity of key organizational leaders; serving as a volunteer; or being approached in a manner that takes into account the potential contributor’s interests and concerns. Advocating a good cause may not be enough to attract local funding; even more critical is building and nurturing positive personal and community relationships, based in large part on the organization’s demonstrated legitimacy, accountability, transparency, and impact.

The challenge for voluntary organizations, particularly for development-oriented NGOs, is whether and how they can increase their share of charitable giving from local sources. Given the importance of religion as a motivating force for charitable giving in all the countries studied, the obvious question is whether those who give to religious organizations also give to voluntary organizations or whether these are separate markets. Is it possible to increase local levels of giving so that both types

of organization benefit, or does giving to one come at the expense of the other?

From the perspective of an NGO fundraiser, we now know that ordinary people in relatively poor countries do make charitable contributions to causes they believe in, but voluntary organizations, even those that provide direct educational and social services, appear on average to receive less than a quarter of those contributions. Even less appears to be donated to development-oriented NGOs, except possibly in Indonesia, where the survey respondents reported that they give slightly more to development NGOs than to education providers. Is it because NGOs are still not well known to their communities? Is it therefore a matter of public education and better media coverage? Or are there also deeper issues at work—perhaps related to public expectations about the role of the State, or to issues of NGO legitimacy and accountability? The data in this study do not allow us to address these questions, but we now know that it is not simply a matter of “poor” people not having funds to give, or not having a tradition of charitable giving. If I were an NGO leader, I would be interested to ask: since local people do give money, why doesn’t more of it come to us? what can I and my organization do to raise our share of the charitable gift market? This book may help provide some of the answers, based on Asian experience.

I would like to express my thanks, on behalf of the Asia Pacific Philanthropy Consortium and The Asia Foundation, to the Asian Development Bank, the Nippon Foundation, and USAID for their financial support, and to all the researchers and participants who contributed their energy, enthusiasm, and insights to make this project a success. Above all, I would like to express thanks and appreciation to Jaime Faustino and his colleagues at Venture for Fund Raising for having the vision and the managerial capacity to conceptualize and implement so well this complex, multi-country and multi-donor effort. ►

BARNETT F. BARON

Founding Chair, Asia Pacific Philanthropy Consortium

Executive Vice President, The Asia Foundation

January 2002

Notes

- 1 Reported in Lori Vacek, *International Conference on Supporting the Non-profit Sector in Asia*, Bangkok, January 9–11, 1998 (available from The Asia Foundation)
- 2 Higher than average educational levels and employment patterns in the Thai sample may account for their unexpectedly low level of support for religious organizations, in a country otherwise known for its well-endowed temples and generally well-funded religious societies.

Preface

Our mission, summed up in our slogan, “**Give – Give Wisely**”, is to promote informed giving. However, soon after inception, it became clear to us that if we were to succeed in our mission we would first need to know some basic facts about people’s existing philanthropic preferences and behavior. Who gives? For what? Why? How? In other countries national surveys of giving have provided the answers to such questions. But none had been attempted so far in India. We felt one was necessary to map the field and guide further action.

It also became apparent that of those who approached us for assistance, the greater numbers were not those who wanted to give, but those seeking funds or help to locate funds for their non-profit organizations. Given our limited resources, financial and human, we knew we could not help fund seekers on a one-to-one basis. We would need to find other ways. Our first effort in this direction was to prepare a Directory of Donor Organizations to give information about donors and their funding priorities. A second obvious step would have been to teach fund seekers how to raise money from institutional donors as well as individuals. But training to be effective must be based on good teaching material. Some material based on Western contexts and models was available but this would not necessarily work in a different socio-cultural context.

Therefore we felt we needed to bring to public notice instances of those organizations, which had been effective in raising money from their communities, and how it had been done. Others could learn from their example. Moreover, if voluntary organizations learnt to present their work to private donors more effectively, it would also help the latter to give wisely.

The project “Investing in Ourselves” has enabled us to do both the survey and the research on successful fund raising from local communities. Part of a seven country exercise, the project was the brainchild of the Asia Pacific Philanthropy Consortium. It brought together teams from the seven countries to draw up a common framework, which would allow comparisons to be made within the Asia-Pacific region, but which could equally

accommodate country specific socio-cultural differences.

For its vision in drawing up a project of such vast dimensions, and for drawing us into the project, we thank the Asia Pacific Philanthropy Consortium, sponsors of the project. Being part of the network of south and south east Asian countries not only enabled us to secure the necessary funds but also to share in the learning and experience of other countries.

The Nippon Foundation generously provided the financial support for the India part of the project, while the Asia Foundation took on the fiduciary responsibility for channeling the funds to us and monitoring the project. Our sincere thanks to them both.

In particular we would like to acknowledge Barnett F. Baron of the Asia Foundation for the leadership given by him to the project, and Jaime Faustino of the Venture for Fund Raising who, as coordinator of the entire project, first brought us into the picture.

But for the financial support given by the Asian Development Bank to the Regional Project it would not have been possible for the participating members to avail of consultant expertise for the survey and case studies. The ADB also made it possible for the participating organizations to attend the workshops in Manila at which the project was drawn up, refined and reviewed. We acknowledge their assistance.

Our thanks also to the consultants, Susan Hocking, Mark Lyons, and Frankie Roman who stimulated our thinking; and to Mark Lopez and other staff of the Venture for Fund Raising who so cheerfully worked to make the Manila workshops a success.

An advisory committee for the case research part of the project, comprising Major General Pannu, Matthew Cherian, Vijay Sardana, Rajiv Dua, Shankar Venkateshwaran, Tarun Sarwal and Mamta Sakia, helped in the initial identification of the organizations who could be the subject matter of the case research. Our thanks to all of them.

There would have been no cases had it not been for the generosity showed by the organizations who agreed to be part of the project and to share their experience. They willingly and ungrudgingly spared their time and information in order to help us help others. Our most sincere thanks to:

- ▶ Mr. Alok Mukhopadhyay (VHAI),
- ▶ Mr. Rohit Jain (SRUTI),

- Mr. Balhan Sagar (World Vision),
- Ms. Kavita Shah (Concern India Foundation)
- Mrs. Geeta Dharmarajan (KATHA),
- Mrs. Mridula Bajaj (Mobile Crèches),
- Ms. Vandana Gopikumar and Ms. Vaishnavi Jayakumar (The Banyan),
- Mr. D. K. Srinivasan (Hindu Mission Hospital),
- Mr. K.K. Krishnakumar (RGVN) and Ms. Veena Rao (ALERT) and
- The board members and staff of Eklavya, National Association of the Blind, Manipal Heart Foundation, Helping Hands, Karunashraya, CRY/CAF and The Blind Relief Association.

The cases were researched and written by different researchers. Of the 18 cases completed, four, (Karunashraya, Helping Hands, Manipal Heart Foundation, and CRY/CAF project on Payroll Giving) were supervised by Murray Culshaw and the rest by me. We would like to acknowledge the hard work put into the case studies by all the writers whose names appear below their work. Their efforts will surely earn the gratitude of those whose difficult job it is to find funds for their organizations.

Finally, I would like to thank Tulsi Bisht, SICP's project coordinator for his hard work and support.

During the course of the project several changes were necessitated by unfortunate developments. Initially, of the 20 case studies envisaged 10 were to be the responsibility of a consultant from the south who was to supervise the case studies in the south and east of India. The remaining 10 were the responsibility of SICP. After supervising four studies, all in his local town, the consultant withdrew from the project without notice and without giving reason, and the entire burden had to be borne by SICP. Again, some case researchers took inordinately long to complete their assignments, while some did not deliver at all. Because of this, much to our regret, certain fields and certain regions, particularly the east and west of India, could not be covered adequately, and the studies completed, though more than agreed to in the project agreement, were fewer than intended by us. The survey too had its vicissitudes, necessitating revisions at every stage.

But in spite of the shortcomings, of which we are fully conscious, it has been a pioneering effort in an unexplored terrain. Therefore, we hope that

readers in their generosity will forgive the shortfalls. If this first fruit at all helps those for whom it is intended — NGOs, donors and policy makers — and results in building of NGO capacity for local resource mobilization, our work will not have been in vain. ►

PUSHPA SUNDAR

Executive Director,

Sampradaan-Indian Centre for Philanthropy

New Delhi, India

July 2001

PART ONE

The Country Report

Sampradaan
Indian Centre for Philanthropy

1 | Introduction

Historical and Socio-economic Context

The growth of the voluntary sector worldwide will surely rank among the outstanding developments of the last century. This is as true in India, as anywhere else in the world. The two fountainheads of voluntarism are charity and service. Both have been a part of the Indian tradition from ancient times, as *daanam* or *parmaarth*, (charitable giving) and *seva*, (voluntary service). Institutionally they have been embodied in charitable trusts and voluntary organizations. Though there are no definitive estimates of the number of such organizations they are believed to run into many thousands.

Charitable organisations engaged in social action of some sort, and popularly known as voluntary organizations or NGOs (non-governmental organizations), have become a force to reckon with because of their success in reaching the poorest and most disadvantaged, and because they represent the voice of the people. Therefore they invariably find a mention in any serious debate about development or change.

But despite the importance of NGOs in the development process a number of barriers hinder their development, viz.

- A lack of public awareness and understanding of the role and contributions of non-profit organizations in addressing social and economic development even though the situation has improved in the last two decades.
- The low level of professional skills, financial and managerial, in many NGOs.
- Lack of transparency and accountability; and perhaps the most important,
- Limited and uncertain resources.

With growth, the nature of the voluntary sector has changed perceptibly. The last three decades have seen a considerable diversification in the type of organizations, which are deemed to make up the sector today. At one end there are peoples' grassroots organizations, some not even legally registered, and with very meager resources. At the other are large NGOs like PRIYA and MYRADA. In between are implementing agencies or service providers of varying sizes in the fields of disability, health, education and rural development among others; advocacy organizations to secure rights for the disadvantaged; women's organizations working for women's empowerment and gender issues; research and documentation groups; groups offering legal services; and networks of NGOs, regional and functional. Fairly new to the scene are intermediary funding organizations like CRY who both raise and disburse funds; and service organisations like the SICP who provide information and advisory support to the sector as a whole.

The diversification in type has been accompanied by greater complexity and sophistication in the operation and management of many organizations. Many of today's organizations are far from being the simple, austere organizations of yesteryears working in a few villages, with dedicated staff leading frugal lives, working on a purely voluntary basis or on very low salaries, and sweepingly known as "Gandhian" organizations. Some of them, especially those in large metropolitan areas, have budgets, which run into millions, work in several states, have large well-paid staff and use the latest technology in their operations. However, these are still a small proportion of the total, and the vast majority share some characteristics of both the former and the latter.

Those who work in the voluntary sector today are no longer there because of religious belief or ideology. While some are moved by a secular liberal ethic of concern for fellow beings, a large number, especially among the non-professional staff are there because of rampant unemployment. They are there simply because they need a job and are unable to get into the more lucrative government or business sector. Consequently, most charitable organizations are in a constant state of flux, with people moving in and out in search of better prospects in other sectors and even within the voluntary sector.

Even among those motivated by a higher ethic, many, especially younger professionals who have gravitated to the sector in encouragingly larger numbers in recent years, no longer consider self-abnegation and sacrifice to be the hallmark of voluntary action.

Finally the recent liberalization of the Indian economic environment, the increasing globalization of the trading system and the consequent change in the role of government has also underlined the importance of non-governmental effort in social development to offset the ill effects.

Funding of NGOs

All these changes have increased the funding needs of voluntary organizations. Since Independence, funding has come mainly from government and foreign donor agencies. Private, non-government support of social development has not grown commensurately with need, though in the pre-Independence period, voluntary action was almost entirely funded by private indigenous, non-governmental contributions. The reasons are threefold:

- Government became the predominant player in development, thanks to the adoption of centralized planning.
- Taxes were increased heavily for the purpose, leaving both a disinclination for charity as well as a smaller surplus in individual and corporate hands.
- The availability of foreign funds reduced pressure on private charity.

But, even as it increased its presence in every field, government recognized the potential of voluntary action for supplementing and complementing its efforts. In the First Five-Year Plan itself it stated:

“Any plan for social and economic regeneration should take into account the services rendered by these agencies and the state should give them maximum cooperation in strengthening their efforts. Public co-operation through voluntary service organizations is capable of yielding valuable results in channeling private efforts for the promotion of social welfare.”

For this reason the government has provided increasing amounts of funds to voluntary organizations through the Central and State Social Welfare Boards and other government ministries and departments to enable them to undertake development. In the Seventh Plan an allocation of Rs 1500 million was made for NGOs, and it is estimated that presently around Rs 4000 million flow to NGOs from a variety of ministries like social welfare, health, education, urban development, environment, and rural development. It is possible that this figure may be higher.¹

Because they have come to be known for disinterested, dedicated, and innovative work; and because of disenchantment with government performance in removing poverty, NGOs have also attracted funds from foreign donors. In fact foreign funding of NGO's has increased manifold since the 60s when foreign funds first became significant in the wake of several natural calamities.

Multilateral and bilateral funds go through government, and are included in government funding. But funding by private foreign donor organizations has itself become quite substantial and is much larger than government funding of NGOs. In 1984, 3,612 NGOs received private foreign funds to the tune of Rs 2,530 million. By 1999-00, the last year for which figures are available, the amount had increased to Rs 38,100 million². About 20,000 organizations were registered with the FCRA³ division of the Government of India. Though all of them may not have received the funds, it indicates the maximum number of organizations who do, or can, receive money from foreign donors. However, since the number of voluntary organizations in India are said to run into a million, (there are no reliable estimates available), it means that a large number are dependent on funds from other sources.

While it is neither feasible nor desirable to replace the two main sources of funds for NGOs, there is an urgent need to build up an alternative third source for three major reasons:

- Government funding is beset with a lot of red tape and inflexibility; moreover, government is often itself the problem against which NGOs are fighting.
- Foreign funding is often governed by geopolitical considerations and can therefore be unstable. Also, unless the agendas are set locally, it can be divorced from local needs and perceptions.
- To provide choice and ensure independence of action and sustainability of the NGO sector.

While it has certainly made the much needed funds available for development work, funding from foreign and official sources have had some harmful effects on local initiative. While they are necessary for ensuring probity and accountability, the formalization of giving and the paperwork etc involved have reduced the spontaneity of voluntarism; time which would otherwise have gone into more productive work is now being spent on

administrative paper pushing.

Many of the official funding agencies are interested more in resource transfer than in issues of participation and empowerment for sustainable development. The result of large scale transfer of funds without creating the right conditions for their productive use has seen a sapping or destruction of the local governance structures and local sources of funds, creating dependency, financial and non financial. A case in point is the almost complete eclipse of the voluntary contributions made by charitable trusts to NGOs. Because the sums disbursed by public charitable trusts are tiny compared to the other two sources, NGOs have stopped seeing them as a potential source of funds for charitable work, in contrast to the situation before Independence when most voluntary work was supported by such organizations and individual charity.

The funding practices of government and foreign donors such as either too large, (generally foreign donors) or too small (mostly government) grants; inflexibility in use of funds; preference for project rather than program or core support; unwillingness to give endowments; frequent shifts in funding preferences and agendas etc., have all led to a concern, both among donors and recipients either about creating dependencies among beneficiaries or about sustainability of organisations and their work in the long term. Not too many donors have systematic strategies for withdrawal of funding such that dependency is minimized without an adverse effect on sustainability.

Moreover, intermediary organizations, unless they relate only to one functional area such as health or education, do not get funded because they deal with the whole sector, (NGOs, or NGOs and donors) and take up macro issues. They fall between two stools, unclaimed by any one agency. But such organizations are necessary to act on behalf of the sector and to ensure its healthy growth.

Even though organizations wish to, they are unable to become financially independent by generating revenue, either through engaging in “unrelated” business practices, or by maximizing returns on investments of corpus, because of several restrictions in fiscal regulations, which prescribe the securities in which NGOs can invest and withhold income tax exemption for engaging in “unrelated” business practices.

Importance of Local Resource Mobilization

Given these conditions it is important to tap the private philanthropic sector consisting of individual donors, public charitable trusts and foundations and corporate donors to provide the sustainable resources that would enable voluntary organisations to work on their own terms. It would also have the salutary effect of making organizations more conscious of the need for accountability and transparency and more frugal spending on themselves. For any public perception to the contrary will immediately affect the ability of an NGO to raise funds from the public.

The main barrier to such resource mobilization is the limited capacity of NGOs to undertake it. Some of the constraints to raising money from non-grant sources are:

- Lack of motivation and awareness on the part of individual and corporate donors, especially the newly rich, of the need and opportunities for engaging in philanthropy.
- Lack of information on the part of both donors and fund seekers about:
 - Whom to approach and how
 - Worthy causes and organizations
 - Different ways of giving
 - Availability of tax incentives
- Absence of surveys and research on giving, historical, theoretical or empirical, which could guide policy formulation as well as action by fundraisers, policy makers and welfare and development organizations.
- Lack of training in how to raise resources from the local communities, coupled with suitable training materials, which are country and culture specific.

In addition to the above, three other critical reasons why private funding is yet to flow to the voluntary sector in greater measure are:

- NGOs have not learned to ask private donors partly because overwhelming dependence on the other two sources has eclipsed the potential of this segment, and partly because they have not learned the techniques of asking with effect.
- There is very little base line information on this segment on which to base their strategies. There have been no definitive answers to questions such as, “Who” gives? “Why”? “When”? “For what purpose”? And

“How”?

- The public is yet to perceive NGOs as being totally trustworthy in spending funds publicly donated for charity.

Therefore, the amount of funds raised for welfare and development from private indigenous sources is far lower than the actual potential.

On the plus side is the fact that:

- There is a great deal of wealth within the country;
- India has a tradition of giving for worthy causes;
- There is still a great desire in most people to contribute their mite for removal of poverty and to bring progress to the country as is seen by the overwhelming public response during calamities. What is needed is to motivate and encourage people to give their time, talents and resources; to assure them that donations will not be mis-utilised; and to give them information about opportunities for, and modalities of giving, along with incentives in some form.+
- The tax regime is favourable to charitable giving, and offers tax incentives. Not only is the donated income of registered charities exempt from income tax, but donors to charities also enjoy tax deductibility under sections 80G, 35, 35 AC/80GCA, 35 (1) (iii), 35 CCB, ranging from 50% of the donation to 125%. While a ceiling of 10% of income applies for donations under 80G, there is no such ceiling under section 35 AC and one can donate up to 100% of the income and still get a tax deduction for the whole.

Moreover, many NGOs have been successful in raising money from the public by a variety of innovative methods, thanks to the difficulties of getting the necessary government permission mandatory under the FCRA to avail of foreign funds. A realization that foreign grants are finite and will come to an end in a short period; that donor priorities may change and work started may be stranded for lack of funds has also had the same effect. Government funds too are very difficult to access, very meager, and very often hedged in by many conditionalities.

Some voluntary organisations have resorted to business activities such as bee keeping, sericulture, food processing, production and marketing of crafts and printing and sale of greetings cards. Others are organizing charitable events, competitions, recycling of donated waste materials and so on.

It is important to note that many NGOs are aware that those seeking to

bring social change by changing the social structure itself, cannot depend on the more traditional methods of raising funds from government, foreign donors or even from wealthy individuals or companies. While rich individuals can be easily tapped by service delivery organizations working for health or education of the poor, they are unlikely to give to those who seek to alter the established status quo of which they are the beneficiaries. The method of fund raising for “social movements” has to be and is distinct from that for “organizations”.

In spite of the increasing interest in raising funds from the public, training in fund raising is in its infancy, with only one or two non-profit organisations engaged in teaching how to mobilize local resources. Some workshops have been held, a few case studies prepared of successful fund raising and one or two books brought out on fund raising. One limiting factor in organizing more training courses is the dearth of training material using case material based on actual local experience, instead of that of the West, where conditions vastly differ.

A Seven Country Project

It is against this background that SICP agreed to become a partner in a seven country research project, *Investing in Ourselves: Giving and Fund Raising in Asia*, a baseline study of fund raising and giving in Philippines, Indonesia, Thailand, Pakistan, Bangladesh, Nepal and India, sponsored by the Asia Pacific Philanthropy Consortium. The project began in mid March 2000 and finished at the end of August 2001.

The objectives of the project were to:

- build awareness about successful methods of fund raising and to identify innovative best practices;
- increase understanding of the need for transparency and accountability by voluntary organizations;
- increase capacity of voluntary organisations to mobilize resources;
- establish a benchmark about the extent and nature of philanthropic giving and volunteering.

Outputs

The outputs expected from the research were:

- a market research report on the extent and nature of philanthropic giving and volunteering;
- a scientific understanding of the sources of support for voluntary organisations which would aid policy making by individual organisations as well as by government bodies and donor organizations;
- a case-book of innovative practices in India (drawn up to a comparative style for use in other Asian countries) to be used for preparation of a training manual for use in India.

Components of the project

The project had two main components:

- 1 Market survey research to establish national patterns of giving, and provide indicative information on donor motivations for giving, the sizes and segments of gift markets, informal vs formal giving, and the scale of domestic philanthropic giving among others. No market research of this nature, of which the results have been made public, has been conducted in India. Therefore the findings will be important in setting benchmarks for future monitoring of trends.
- 2 Case-studies of organizations known for innovative non-grant fund raising

The style and purpose of the case studies, which were to take into account geographical factors, field of activity, and type of fund raising, was to be for teaching and training.

The Indian part of the project was funded by the Nippon Foundation, with the Asian Development Bank making money available to the regional project for services of consultants.

This report documents the results of the Indian part of the project undertaken by the SICP. We believe it will:

- Provide training material for fund raising training courses
- Establish a baseline for the individual donor market.
- Provide evidence to other NGOs that there are survival possibilities beyond grants.

Structure of the Report

This report is divided into two parts:

Part One, describes the methodology of the survey, and its findings

Part Two focuses on case studies of organizations, which have relied on the public for resources. In particular the most successful methods adopted by the organizations and the learning from the experience have been highlighted. The first section of this part gives an overview of the case study project and the main conclusions emerging from the cases. The cases are then appended in full in a separate section. ►

Notes

- 1 There is no official estimate of the amounts going to the voluntary sector from all government agencies, central and state. The above figure is derived from adding up amounts shown in the annual reports of some central ministries.
- 2 Source: Statement of Mr. Vidyasagar Rao, Union Minister of State for Home Affairs. Published in the *Hindu* 30 May 2001.
- 3 FCRA = Foreign Contribution Regulation Act

2 | Introduction to the Survey

Background

With the exception of a small private survey carried out by Oxfam India for its own fund raising purposes, there has never been a large-scale survey of household charitable giving in India. This survey was thus a pioneering effort. As with other pioneering efforts, there was no precedent or guidance on how to go about it. However, because it was part of a project which covered four countries of South and South East Asia—Indonesia, Thailand, and Philippines, apart from India; and because there was interest in developing comparative data across the region, a common theoretical framework was worked out by the consultants to the project. A model survey instrument and sampling methodologies were developed though these were modified and refined for the specific context of each country through discussions between the consultants and the country teams at the Inception Workshop in Manila.

Thereafter, the SICP commissioned the market research firm of A.C. Nielson to conduct the survey and to report on the findings.

Definitions and the Model Instrument

To obtain data that can be compared across countries, an ideal situation requires:

1. Asking the same, or similar, questions in each country;
2. Undertaking interviews with persons in similar locations—for example, in major urban areas;
3. Undertaking interviews with persons of the same or similar socio-economic class; and,
4. Undertaking the fieldwork for the surveys at the same time.

To ensure that the same, or similar questions were asked in each country a model survey instrument was developed.

It was also decided that the survey, wherever possible, would be undertaken only among persons of socio-economic classes A and B, and in some countries C, corresponding to the upper, upper middle, and the middle class. This was because, in view of our limited resources, the focus of the survey was on people with a greater capacity to give.

Because people in these socio-economic classes are more likely to be concentrated in capital cities of their country and in other large cities, field-work was conducted in these locations.

Nature of giving

People make gifts of money and goods to members of their family, to friends, to other individuals such as beggars, to religious organisations such as mosques and temples and to other voluntary organisations.

Although, a major objective of the survey was to collect data to assist these “other organisations” to undertake more effective fund raising, it is important to understand the nature and extent of giving to other recipients as well as giving to these organisations.

Definition of giving

The following statement was used to define giving:

“We would like to ask you about giving and donating money. By this we mean a voluntary contribution, one that is unrelated to the purchase of goods and services for yourself. For example, some people and families donate money to help the poor; others give to cancer research, for hunger relief or (use salient examples in the context of your country)”

Measures of giving

In measuring giving, it is important to develop a measure of the:

- ▶ percentage of people giving in a specific period;
- ▶ average amount given per household by givers in a specific period; and
- ▶ average amount given per capita in a specific period.

The model survey instrument used both these measures of giving.

Components of the model instrument

The model survey instrument had six major sections. These are:

- measures of giving to individuals;
- measures of giving to religious organisations;
- measures of giving to other voluntary organisations;
- reasons for giving;
- methods of fund raising.

It also gives demographic data, relevant for the survey.

Giving to individuals

The model instrument incorporated the extent of direct giving to individuals. The recipients of individual giving studied across all countries were relatives, friends, beggars and victims of calamities. In India, dependents and servants were clubbed in the category “Others”.

Giving to religious organizations

By “religious organizations” is meant organisations whose primary purpose is the provision of opportunities for religious worship and the encouragement of religious behaviour. It was recognized that in some cases, religious organizations passed gifts on to other organizations. In some countries, respondents were asked, “For what causes do you think the money that you gave to religious organisations will be used?”

Giving to other voluntary organizations

To obtain comparative data by field of activity for giving to other organisations it is necessary to use a consistent classification of fields across all countries.

The classification used is the International Classification of Non-profit Organizations (ICNPO), which has been used by the Johns Hopkins Project on Mapping the Non-Profit Sector in different countries. Some of the categories in this classification were collapsed to simplify the collection and analysis of data, each country being asked to prepare a list of the most ap-

appropriate organisations in each field for their particular country. This made it easier for the respondent and the interviewer to classify the organisations into the ICNPO category.

Giving money and giving in kind

Some surveys asked data about both giving of money and giving in kind. The model instrument asks for giving money only for organisations for all countries but both giving money and in kind for giving to individuals. Our survey also asked giving in kind for organisations.

Reasons for giving

A small number of reasons were incorporated in the model instrument, and each individual country could add additional reasons that were important within each individual country.

Methods of fund raising

This provides data on the types of fund raising currently being utilised in each country and the percentage of people who give for each type of fund raising.

The India Survey: Methodology and Sampling Pattern

Within this overall framework, the India survey adopted the following methodology and sampling pattern.

Methodology:

Scope of Survey:

Since the purpose of the survey was to identify markets or donor segments for purposes of fund raising; and since funds were limited, it was decided to concentrate on urban India alone, on the assumption (not proven), that because of rural poverty, the size of the gift market is very small and that most NGOs raise their funds in urban areas.

For the same reasons it was decided to concentrate on the bigger urban groupings which, it was presumed (again unproven), would be the bigger

markets for fund raising.

Finally, in order to find out if there was any regional variation in attitudes and practices of giving it was decided to divide the country into five zones—North, South, West, Central and the Gangetic Plains. Apart from the geographical considerations, this division was based upon certain distinctive characteristics i.e. the North Zone is an agriculturally developed zone, the Gangetic Plains contain populous states with stagnant economic growth, while the West zone has industrially prosperous states. The South Zone contains cities, which are the foci for the new IT led growth.

- ▶ **North Zone** – included states of Punjab, Haryana, Himachal Pradesh, Delhi, Rajasthan and northern parts of adjoining Utter Pradesh.
- ▶ **South Zone** – included states of Tamil Nadu, Andhra Pradesh, Karnataka and Kerala.
- ▶ **West Zone** – included states of central and western Maharastra and Gujarat.
- ▶ **Central Zone** – included eastern Maharashtra, Madhya Pradesh and Orissa.
- ▶ **Gangetic Plains** – West Bengal and Bihar.

Within these regions, four mega-metros from four zones—Delhi (North Zone), Calcutta (Gangetic Plains), Chennai (South Zone) and Mumbai (West Zone) were selected for the study. There is no mega-metro in the Central Zone.

Apart from the mega metros it was decided to focus on cities with a population of over a million. There are in total, 22 cities with a population of more than one million.

Of these 22, 10 were selected for sampling

The selected cities were:

North Zone – Ludhiana and Jaipur

South Zone – Hyderabad and Bangalore

Western Zone – Surat and Ahmedabad

Central Zone – Indore and Nagpur

Gangetic Plains – Varanasi and Lucknow

In all, four mega-metros and 10 cities with a population of a million

plus were selected for sampling. No city with a population of a million was selected from the states from which mega-metros were selected. This was done to ensure more geographical coverage. Also, cities, which have been witnessing an economic boom due to various factors, were incorporated in the survey. Hence, Ludhiana, with money receipts from foreign countries, Hyderabad and Bangalore witnessing the IT boom, Varanasi as an important religious center, and Jaipur as an important tourist center were selected.

Finally, it was decided to concentrate on socio-economic categories (SEC) A, B and C i.e., on the upper three classes of society based on education and occupation. Appendix A gives the characteristics for categorization into A, B, and C. In India, people generally do not reveal their income. Therefore, the Market Research Society of India (MRSI), based on its research, has developed a socio-economic classification for understanding the expenditure behaviour of Indians. This is called the SEC classification, which classifies households on the basis of the education and occupation of the main earner, rather than income. There are eight socio-economic groups labeled as A1, A2, B1, B2, C, D, E1 and E2. A 1 denotes the upper most socio-economic class, and E2 stands for the lowest socio-economic class of people in India.

Because of the unreliability of respondent's reporting of income, this classification does not give the incomes corresponding to categories A B and C, but it is presumed that they correspond to upper, middle and lower income categories. The survey agency, AC Nielson, reported that according to the National Readership Studies Council, which is an autonomous division of the Audit Bureau of Circulation, and which conducts a National Readership Survey, the average monthly income for SEC-A, SEC-B and SEC-C category households in top 26 cities/towns, in year 2000 was as below:

SEC A+B+C households = Rs 6,552

SEC-A category households = Rs 10,796

SEC-B category households = Rs 6,181

SEC-C category households = Rs 4,317

The distribution of the three categories in our sample was as in the following table.

SEC category	Population	Sample(%)
Total	100	100
SEC-A	22	25
SEC-B	36	34
SEC-C	42	41

As can be seen from the table, the share of the SEC categories in the total population corresponds closely with the distribution in the sample shown above.

The average of claimed monthly household income of the total sample was Rs 7,182. Average monthly household income was the highest in the SEC-A category households (Rs 9,885), followed by SEC-B (Rs 7,257), and SEC-C (Rs 5,518) category households.

Sample size

The sample size for mega metros was 600 households and for cities with more than one million population it was 400 households. Each Zone with a mega-metro had a sample size of 1400 households. The Central Zone, which does not have a mega metro, had a sample size of 800 households. The overall proposed sample size was 6,400—though a total of 6,499 households were interviewed.

Sampling design

A stratified, systematic random sampling design was used to select the households.

Selection of locality within the city

Each city was divided into four different regions—north, south, east and west. Identification of these regions was based on the parliamentary constituencies or assembly segments. The total sample for the city was distributed among each region in proportion to the population of the region. The numbers of localities were selected by dividing the sample size for the region by 30—the number of households interviewed in each locality.

In each locality, one house was selected randomly and every 10th household was selected for interviewing from the first house using the right hand rule till the sample was achieved.

Projection Method

Data collected for SEC-A, SEC-B and SEC-C households was projected to all the households for the respective SEC classes for all the million plus population cities in the zone. Estimates for the zones have been added up to arrive at the national estimates for the million-plus population cities.

In mega metros, estimates for all SEC A B and C households are made on the basis of sampled households. These estimates are added up to arrive at all India estimates for the mega-metros.

In sum, the number of SEC-A, SEC-B and SEC-C households in four mega-metros and 20 million plus population cities constitute the population universe for all the projections made for this study. The source for household population of the universe is the National Readership Survey. As per the Census 1991 data¹, there were 40.4 million urban households in the country and the urban population was 217.6 million. The sample constituted 16% of the total urban households and the sample was projected to the universe, which was 28% of the urban households.

Conduct of the Surveys

Field interviews were conducted simultaneously between November and December. The period was deliberately chosen as one immediately after the major festival period in India when many people would have donated, though the questions on giving also asked about.

Giving in the immediate past year, as well as the past month.

Limitations

While all care has been taken to make the survey as accurate in reflecting reality as possible, it has to be kept in mind that there are certain inherent limitations in surveys of this nature:

- One of these is that people in India are wary of revealing income or matters related to income.
- Canvassing schedules among the upper and upper middle class in India is more difficult than in the lower classes because typically, the canvasser is first met and disposed off by the servant or other intermediary. Because of this and the first reason, the amounts indicated for the upper two categories—SEC-A and SEC-B are likely to be gross underestimates.
- On the other hand, what people say and what they actually do not necessarily match. For instance they may claim to have given in charity,

even when they have not, because not to have done so would be shaming. Or they may claim that tax incentives are not important because they give out of the goodness of their heart. Yet most voluntary organizations find in practice that donors, especially of large amounts, consider carefully whether they will get a tax benefit from the donation.

- ▶ Because the primary objective of both the survey and case research was to establish facts about giving to aid fund raising, only urban areas, large cities, and categories SEC-A and B and C have been considered. It is assumed that they are bigger donors than those in rural areas or the smaller cities, or lower class individuals. We recognize that this is not necessarily true.
- ▶ Finally, we would like to stress that the survey findings relate to only 28% of the urban population, and not the whole, even of urban India. Projections to the whole of urban India or the whole of India have not been attempted because since the distribution of SEC categories is vastly different in different cities, it would have led to gross inaccuracies. ▶

Notes

- 1 Unfortunately, the decennial census was conducted in 2001 just after the completion of the survey, and the detailed tables are yet to be available.

3 | Survey Findings

The following gives only the salient findings of the survey. The detailed survey report is available for reference at the SICP.

Since one of the primary reasons for undertaking the survey was to find out the charitable preferences and behaviour of people in relation to voluntary organizations, the findings for giving to “other organizations” are given in more detail in each section.

All financial figures are quoted in rupees. At the time the conversion rate was \$1=Rs 43.

Incidence and Volume of Donation in India

How Much?

Donated to	Incidence and Volume of Donation			
	Per cent Donating	Average amount donated in Rupees	Total amount donated in (billion rupees)	Per cent of the total value
Any	96	1420	16.16	100
Individuals	89	708	8.05	50
Religious Organisations	87	418	4.76	29
Other Organisations	51	294	3.35	21

table 1.2

As is seen from the table above—

- **96%** of upper and middle class households in urban India donate for a charitable purpose.

- The total amount donated is **Rs 16.16 billion**.
- The average amount donated is **Rs 1420 per annum**.

Given to Whom?

- **89%** of households donate to **individuals**, a total amount of **Rs 8.05 billion**, (49% of total donations).
- **87%** of households donate to **religious organizations**, a total amount of **Rs 4.76 billion** (29.5% of total).
- **51%** of households donate to **other organizations** a total amount of **Rs 3.35 billion** (20% of total).

More details regarding each category of recipients are given below.

Individuals

- Almost half of the total donated goes to individuals, the average amount donated being Rs 708.
- More than half of the amount donated by each individual (53%) goes to known people (relatives: 37% and friends: 16%)
- The balance goes to beggars (24%); victims of calamity (17%); and “others” which includes dependants such as servants (7%)
- There is not much variation in giving to individuals between cities, religious communities and SEC categories, each giving in proportion to representation in the sample.

table 1.2

Donations to Different categories of Individuals					
Per cent Donating	Average donation (in Rs)	Average donation @	Average donation (in Rs) ###	Amount donated (in million Rs)	Per cent of donation
89	708	797	796	8055	100
16	262	1645	295	2983	37
13	116	885	130	1317	16
82	169	25	190	1924	24
35	119	339	134	1357	17
7	42	568	47	474	6

Base: all respondents

@ Base: all ever donated to particular individual types in past 12 months

Base: all who donated to any individual

- The percentage of people donating to individuals in each socio-economic category is almost equal (A=88%, B= 90%, and C + 89%) though more middle class and lower middle class people donate to individuals than those in the highest class. In terms of amount donated, both in absolute terms and as a percentage of the total, the middle class scores over the other two contributing 35% of the total donation, as against 31% by SEC C and 34% by SEC A.

Religious organizations

- The average donation given to a religious organization is Rs 418, and in each socio-economic category, almost an equal proportion donates to religious organizations.
- There is no marked variation in giving to religious organizations by different sized cities, the per cent donating in mega metros being 88% and those in other cities being 85%, though the former give a higher percentage of the total going to religious organizations (52%) than other cities (48%).
- There is greater variation in giving to religious organizations (ROs) between zones, more donors in the north and the Gangetic Plains donating to religious organizations than others at 95% and 94% respectively. The percentage donating to ROs is lowest for the South at 78%, the figures for the West and Center being 86%.
- However, though more people give to religious organizations in the North and Gangetic Plains, the amounts given by individuals are smaller, so that in terms of amount donated the West contributes more (37% of total donation), followed by the south (23%). This is probably because of the higher overall prosperity of the South and West, compared to the other zones.

Other organizations

- Donations made to other organizations constitute 21% of the total donation, with an average donation being Rs 294.

Where?

Donation in cities

table 1.3

Giving by Type of City										
	Volume of Donations (in million Rs)				% of univ. pop.	Share of Donations	Average Donation # (in Rs/ annum).			
	Total	Indiv.	Religious orgs.	Other orgs.			Total	Indiv.	Religious orgs.	Other orgs.
Mega-metros	8336	4231	2458	1647	53	52	1391	706	410	275
Million-plus population cities	7826	3824	2301	1701	47	48	1452	710	427	316

As can be seen from the table above, donation in mega-metros and cities with million plus population is in proportion to the actual number of households in these two categories.

- Mega metros constitute 53% of the population universe and contribute 52% of total donation, amounting to Rs 8.33 billion, with an average annual donation of Rs 1,391
- Of this, Rs 4.23 billion goes to individuals; Rs 2.45 billion is donated to religious organisations and Rs 1.64 billion goes to other organizations.
- The average amount donated to other organizations in mega metros is Rs 275.
- Million plus cities with population share of 47% contribute 48% of total donation, amounting to Rs 7.8 billion, or an average of Rs 1,452.
- Rs 3.8 billion goes to individuals; Rs 2.3 billion is donated to religious organizations; and Rs 1.7 billion goes to other organizations.

table 1.4

Donation to Other Organizations by Cities					
Particulars	Per cent donating #	Average donation #	Average donation # # #	Amount donated (in million Rs)	Per cent of donation
Total	51	294	633	3347	100
Location Type					
Mega-metros	56	275	494	1647	49
Million-plus-population cities	45	316	702	1701	51

The details of donations to other organizations by cities is shown in Table 1.4.

Donations by region

Zone	Giving by Region									
	Volume of Donations (in million Rs)				% of univ. pop.	Share of Donations	Average Donation # (in Rs/ annum).			
	Total	Indiv.	Religious orgs.	Other orgs.			Total	Indiv.	Religious orgs.	Other orgs.
Southern	6025	3805	1110	1110	27	37	1974	1247	364	364
Central	952	307	194	451	5	6	1694	546	345	803
Western	3947	1596	1755	596	31	24	1121	453	498	169
Northern	2722	1273	869	580	19	17	1287	602	411	274
Gangetic Plains	2515	1075	831	609	19	16	1179	504	390	286

table 1.5

The results are as expected going by the socio-economic, educational and awareness levels of these zones.

- The Southern Zone appears most generous: 27% of sample population contributes 37% of the total donation, followed by the West with 24% of the donations. The others contribute more or less in proportion to their representation in the sample.
- Average annual donations are highest for the Southern zone at Rs 1,974 followed by Central Zone at Rs 1,694, Northern Zone at Rs 1,287, Gangetic Plains at Rs 1,179 and Western Zone at Rs 1,121. These results may appear somewhat surprising, since one would have expected the Western Zone, being more prosperous in comparison to the others, to donate more. However, this is because the West has 31% of the universe population and therefore the total amount donated gets divided among a larger number, giving a smaller average.
- The results for giving to religious organizations by region are surprising in that while giving to individuals is larger than that to religious and other organizations in most regions, in the West, giving to religious organizations is greater than that to individuals or other organizations. Traditionally the South and the Gangetic Plains are considered more religiously orthodox than the West, but the results show that the maximum amount going to religious organizations is from the Western zone.

- The table below summarizes giving to other organizations by region.

table 1.6

Donations to Other Organizations by Region					
Particulars	Per cent donating #	Average donation #	Average donation ###	Amount donated (in million Rs)	Per cent of donation
Zones					
Southern	50	364	724	1110	33
Central	73	803	1103	451	13
West	29	169	578	596	18
North	54	274	504	580	17
Gangetic Plains	77	286	373	609	18

Here again the results are somewhat surprising. The West and the South are considered generally more socially progressive and would have been expected to contribute more to organized charity than others. But while the south remains in the lead, the share of the Gangetic Plains is higher than that of the West. Perhaps further research on this point could throw some light.

Who Gives?

Giving by class

table 1.7

Giving by Socio-economic Categories										
	Volume of Donations (in million Rs)				% of univ. pop.	Share of Donation	Average Donation # (in Rs/ annum).			
	Total	Indiv.	Religious orgs.	Other orgs.			Total	Indiv.	Religious orgs.	Other orgs.
Socio-economic class										
SEC-A	5831	2733	1583	1515	25	36	2074	972	563	768
SEC-B	5821	2835	1838	1148	34	36	1499	730	473	478
SEC-C	4510	2487	1339	684	41	28	962	531	286	262

SEC A with a smaller representation in the sample (25%) contributes 36% or Rs 5.8 billion, the same amount being contributed by SEC B with a bigger representation in the sample (34%). SEC C, naturally contributes less, though the numbers in the sample are more.

SEC A is also the highest contributor to “other organizations”—Rs 768,

table 1.8

Donations to Other Organizations by Socio-economic Categories					
Particulars	Per cent donating #	Average donation #	Average donation # ##	Amount donated (in million Rs)	Per cent of donation
Socio-economic class					
SEC-A	58	768	925	1515	45
SEC-B	52	478	566	1148	35
SEC-C	45	262	327	684	19

Base: all respondents

Base: all who donated to other organisations

followed by SEC B—Rs 478 and SEC C—Rs 262.

Clearly affordability is an important consideration for giving and as expected those at the top give more, though it does not necessarily indicate that those give more are more involved with charitable causes.

Giving by different religious communities

table 1.9

	Giving by Religion									
	Volume of Donations (in million Rs)				% of univ. pop.	Share of Donations	Average Donation # (in Rs/ annum).			
	Total	Indiv.	Religious orgs.	Other orgs.			Total	Indiv.	Religious orgs.	Other orgs.
Total Religious Group	16161	8055	4759	3347	100	100	1420	708	418	581
Hindu/ Jain	14357	7263	4122	2972	88	89	1434	725	412	297
Muslim	867	367	310	190	6	5	1173	497	420	257
Christian	491	250	170	71	2	3	2081	1059	719	301
Sikh	341	131	131	79	2	2	1236	475	474	287
Others/ not-disclosed	104	43	26	35	1	1	867	358	219	291

- It appears that all religious communities are about equally generous, each contributing to total donations in proportion to their representation in the sample universe, e.g. Hindu and Jain communities, which together constitute 88% of the universe, contribute Rs 14.3 billion (89%) to the total donations ; similarly, Muslims with 6% of the universe contribute Rs 0.86 billion (5%); Christians with 2% of the universe population contribute Rs 0.49 billion (3%); Sikhs with 2% population contribute Rs 0.34 billion (2%) to the total donation
- In terms of average annual donation, Christians take the lead followed by Hindu/ Jains; Sikhs; and then Muslims.

- Christians also give the highest average annual donations to other organizations, (Rs 301) followed by Hindus/Jains (Rs 297), Sikhs (Rs 287) and Muslims (Rs 257).

In what form?

Donations were made in cash or kind or both.

- Donations to individuals are mostly in cash (64% of donors gave in cash).
- 27% of the sample population donates in both cash and kind.
- A mere 9% donate in kind which forms 22% of the total donation.
- 46% of those donating to other organizations donated cash (76% of the total donation) and 22% donated in kind (24% of total donation), as can be seen from the table below.

table 1.10

Donations to Other Organizations in Cash and Kind					
Particulars	Per cent donating #	Average donation #	Average donation ###	Amount donated (in million Rs)	Per cent of donation
Cash	46	225	483	2556	76
Kind	22	69	318	791	24

base: all respondents

base: all donating to other Organizations

* based on donors' own valuation

For what purpose?

Religious organizations

Asked what purpose they think their donations to religious organizations would be put to, the responses were as follows:

- 43% believe that their donation will be used for developing physical infrastructure;
- 28% believe that it would be used for supporting the priests;
- and about 38% believed it would be used to support some social purpose including health and educational activities.

Other organizations

As for giving to Other Organisations, the most popular purpose for which money is donated is to relieve distress of victims of calamity, 21% donating for this purpose.

The ranking of other causes according to the proportion of those donating was as below:

Rank	Purpose	Per cent Donating
1	"social service" and "welfare of victims and family members of war/terrorism" - for both	18%
2	"culture and arts"	8%
3	"education and research"	7%
4	"health"	5%
5	"environment"	1.2%

Further details are given in Table 1.11.

Methods of Fund Raising

The most successful method of fund raising was asking for a donation at the doorstep. Forty-eight per cent (48%) of the households were approached at their doorstep as a part of an appeal to donate for an organization and of these 75% donated. However, in terms of the success rate of the method adopted, asking at the work place, asking a relative or friend, or being asked to buy a ticket rank higher.

In terms of socio-economic categories, the response rates to different methods are similar, though the response rate for SEC A is lower than that for SEC B and SEC C in case of most of the methods, indicating that though the SEC A might be donating higher in volume, it is donating fewer times, in comparison to SEC B and SEC C.

Different religious groups showed no significant variations in responses to questions about methods of fund raising.

table 1.11

Giving to Other Organizations by Field							
Donated for	Per cent donating #	Per cent donating ##	Average amount donated in Rs #	Average amount donated ##	Average amount donated in Rs ###	Total amount donated (in million Rs)	Per cent of donation
Any	47.5	98	225	483	492	2556	100.0
Culture & arts	7.5	16	9	20	124	106	4.2
Sports & recreation	3.5	7	6	14	185	73	2.8
Education & research	7.3	16	35	76	481	402	15.7
Health	5.1	11	12	26	242	139	5.4
Social service*	18.1	39	52	112	287	590	23.1
Environment	1.2	3	6	12	465	65	2.5
Development & Housing	2.2	5	8	17	350	88	3.4
Welfare of victims & family members of war/ terrorism	17.9	38	50	107	278	564	22.1
Welfare of victims & family members of natural calamity	21.1	45	39	84	186	445	17.4
Others	1.1	2	1	2	89	11	0.4

Base: all respondents

Base: all those who donated to any other organisation

table 1.12

Methods of Donation (figures in per cent)			
Ranking	Method of Donation	Asked to give	Given
		Base=All respondents	All asked by the particular method
1	At the doorstep as part of an appeal for an organization	48	75
2	In the street by a person collecting money for an organization	34	63
3	At work place	22	85
4	An appeal in the newspaper/ media	20	35
5	By relative/ friend or dependent	16	81
6	To buy a ticket for a special event	11	80
	Through an appeal by letter/ e-mail for an organization	5	57
7	By telephone as part of an appeal for an organization	2	57
8	Others	1	94

Motivation

Attitudes to giving

Reason for Donating by Level of Importance				
(figures in per cent, row percentage)				
Reasons	Importance level			
	Not at all important	Not so important	Somewhat important	Very important
Base= all respondents	--	--	--	--
Feeling of compassion	3	6	23	68
Donation easier than volunteering time	9	15	38	37
Giver feels good	6	13	33	48
Religious beliefs & practices	11	13	30	46
Asked to give	25	25	31	18
Belief in the cause/ organization	17	19	35	29
To return a favour	36	22	24	19
Pressured to give	60	21	14	4
To save taxes	75	13	8	4

table 1.13

The most important reason given for donating was a feeling of compassion (68%). It is upon this positive attitude that organizations need to build their resource mobilization programs, especially by presenting their cause in a more appealing manner.

The second most important reason was that the giver feels good (45%). Hence it is important to stress the joy of giving in any fund raising appeal.

Religious beliefs and practices are the third most important reason.

Twenty-nine per cent (29%) of respondents donate if they believe in the cause of the organization.

Saving taxes is seen as the least important reason by donors. This finding needs to be taken with caution because often what people say and do varies. It is the experience of voluntary organizations that tax incentives

count for a lot when raising money and donors, especially big donors, always look for tax benefits.

However, the above finding may not be inconsistent with NGO experience in that the size of donations mentioned in the survey is fairly small, and tax incentives matter more when the amounts given are very significant. Again the survey canvassed spontaneous giving in the last one year, and generally tax incentives become important for planned giving, either at the beginning or just before the end of a financial year, or for multi year giving.

One not so positive reason for donating money was that **37% find giving easier than volunteering time**. This could be explained as a common urban phenomenon. The urban way of life puts a heavy demand on an individual's time.

These trends are similar for different regions, religions and socio-economic classes.

Reasons for not giving

As can be seen from the table below, **non-affordability** is the main reason for not donating, 26% of the sample population not donating due to this reason.

An equally important reason for not donating (25% of sample population) is **lack of trust in the organization**. Moreover 55% of the respondents find it either somewhat important or a very important reason for not giving.

Another reason cited by 23% of the population is **lack of faith in the cause**. Other findings are:

- ▶ 14% of the population do not give because they were **not asked to give**. This finding is important for fundraisers, indicating a potential for raising money. People will give if asked. This is born out by the finding that 42% of the sample population cited not being asked as important or somewhat important for not giving.
- ▶ While for **SEC A**, a **lack of trust** in the organization is a more important reason for not giving for **SEC B and C non-affordability is the most important reason**
- ▶ Christians cited lack of trust as the most important cause.

- The West and North zones find lack of trust in the organizations and not believing in the cause more important. For all others non-affordability was the more important reason.

Reason for Not-Donating by Level of Importance (figures in per cent, row percentage)				
Reasons	Importance level			
	Not at all important	Not so important	Somewhat important	Very important
Base= all respondents	--	--	--	--
Could not afford to give	27	22	24	26
Not asked to give	26	32	28	14
Lack of trust in the organization	20	25	30	25
Lack faith in the cause	25	25	27	23

table 1.14

Who makes the decisions about donating?

As can be seen from the table below, in the urban upper and middle class households the decision to donate is made:

- jointly by the husband and wife in 28% of the households,
- by the head of the households in 27% of the cases, and
- by individuals themselves in 26% of the cases.

Decision-Makers for Donations in Different SEC Categories						
Particulars	Head of the HH	Husband & wife jointly	Other HH members	Individuals own decision	All HH members	Others
Base = All ever donated / given						
All India	27	28	2	26	11	6
Socio-economic class						
SEC-A	26	28	2	26	11	7
SEC-B	27	26	2	27	12	6
SEC-C	28	29	2	26	9	6

table 1.15

Substantially the same pattern obtains in different sized cities, with some variations as shown in the table below:

table 1.16

Decision-Makers for Donations in Different Location Types & Zones						
Particulars	Head of the HH	Husband & wife jointly	Other HH members	Individuals own decision	All HH members	Others
Base = All ever donated / given						
All India	27	28	2	26	11	6
City Type						
Mega – Metros	26	32	2	27	9	3
Million-plus-population cities	28	23	2	25	12	10
Southern	32	33	2	14	9	10
Central	31	37	5	14	9	10
Western	18	18	3	40	15	5
Northern	45	30	1	11	4	9
Gangetic plains	14	27	2	42	14	2

What is interesting is that in the Western and Gangetic Plains zones, individual choice counts for more than the decision of the head of the household; in 40% and 42% of the cases respectively individuals make the choice, as against the head of the household making the decision in 18% and 14% cases respectively. In the other zones however, the predominant decision-maker is either the head of the household or husband and wife jointly, rather than the individual. ▀

4 | Observations and Lessons for Fund Raising

The findings of the survey sometimes bear out commonly held views and expectations, and sometimes not. Where there are surprise findings further research is obviously needed to analyse the causes of why they go contrary to common impressions and beliefs.

The most heartening finding is that the habit of giving for charitable causes is widespread, almost all the respondents having donated for some charitable purpose at some time or the other in the past year.

However, what is less encouraging is that much of the giving for charity is informal and ad hoc. Giving to individuals in distress, known to oneself, and to beggars, takes up about 77% of the donations to individuals; only 21%, goes towards organized secular charity. Thus informal, ad hoc charity takes precedence over giving for long term change and development or philanthropy.

The south has emerged as a leader in household giving for charity, contributing 39% of total donations though its representation in the sample universe is only 27%. This trend is confirmed by those working for voluntary organizations. The new wealth created by IT and other new industries, coupled with a large overseas connection through relations and friends resident overseas, but who continue to maintain links with the home state, has made for a more dynamic gift market in the south. Bangalore, Hyderabad and Chennai have scores of voluntary organizations who, away from the centers of power and influence in the Capital, are increasingly turning to their local communities to mobilize resources in innovative ways. Some of the case studies in Part 2, reflect this trend.

Religious giving seems to be equally important for all SEC groups, religions and regions, though Christians seem to have an edge in giving, especially in giving to “other organizations”. This finding perhaps reflects the different practices adopted by different religious groups for charitable

giving. The Christians worship together as a congregation every Sunday as well as other important days when a collection is made for charitable purposes, and devotees encouraged to give for humanitarian work by mission or other organizations. It is also known that the tradition of giving for organized humanitarian service is more deeply ingrained in Christian religious practice.

At least some of the money being given by households to religious organizations in any religious community, is given in the belief that it will go to providing education and health services for the poor. Fund raisers need to capitalize on this and make connections with important religious organizations.

In case of giving to other organisations, it is clear that people give to these organisations because of a feeling of compassion, and therefore the categories “Welfare of victims and family members of war/terrorism” and “Welfare of victims and family members of natural calamity” receive more funds. But other charities also need to highlight the humanitarian side of their causes and appeal to the compassionate nature of people. They also need to stress that giving will make them feel good, i.e. the joy of giving.

Though the top most socio-economic category contributes more in absolute terms it does not necessarily indicate a greater involvement with social causes. Voluntary organizations believe that in fact the wealthy do not contribute to causes, which are in the nature of movements for social change because that will destabilize the status quo of which they are the principal beneficiaries. It is the small household donor, belonging to the “beneficiary category” which may contribute to such causes. As some of the case studies in Part 2 will show, the method of fund raising selected by the more grass roots types of organizations reflects this need to involve the public in the work and message of the organization. The selection of the method to be used thus has to be not only on the basis of the quantity of funds to be raised but also on whether it can take the message of change to large numbers and make them feel involved in the work of the organization.

The survey also shows that more is contributed by way of cash, especially to other organizations, than in kind. The exception to this are times of calamity, whether it is war or a natural calamity like floods or earthquake. At these times giving in kind becomes very important and significant. In normal times, voluntary organizations make appeals for, and receive mostly cash. The reasons are many:

- they have no facilities to store contributions in kind;

- sale of in-kind donations to realize cash is very cumbersome and staff intensive;
- at times sales, even of used goods, attract sales tax.

There is a difference between what people say when being canvassed for a survey and what they actually do. Thus, though saving on tax was said to be of little importance to most donors, this is probably because most of the households were giving small amounts to individuals and religious organizations; here the scope for tax benefits is small. The experience of voluntary organizations, on the other hand, indicates that for big donations to organized charity tax incentives are important.

In terms of methods used, the fact that less than half the population, viz. 48%, was approached to give, shows that the household sector is still not treated as an important source for resource mobilization. It also shows that if asked to donate, most find it difficult to refuse if the asking is done by a known person, whether at home or in the work place.

What this implies for fund raising is that people do not give because they are not asked, and it is up to fund raisers to ask and ask in appropriate ways. Also that a direct and personal approach is more successful in raising funds. Apart from finding it difficult to refuse, people give at such times because it also saves them the bother of sending by post or through banks, or of going long distances to donate. The message is that ease of giving is important. In short,

- Make it easy to give and it becomes difficult to say no when asked directly.
- Returns are very high if there is personal contact, since people tend to give more to known people—hence the possibility of utilizing informal and peer networks to fund raise.

Other methods of fund raising like sale of tickets, through direct mail appeals can also work since a large percentage of those asked gave. An appeal in the newspaper or media is a costly business and works best only during times of calamity when due to compassion people are predisposed to give. On other occasions, since large number of people, even in urban areas, do not read newspapers, it is not the most cost effective method.

Though very few people were approached by e-mail a large proportion

of these responded by giving. It indicates that there is a possibility for improving upon this method of fund raising.

In the section on why people do not give, the survey highlights the importance of trust and integrity in voluntary organizations. The lesson is that trustworthiness of an organization, and the cause, are extremely important for giving or not giving.

Though the survey has concentrated on the large urban areas of the country, this does not mean that those in the rural areas, or small towns are not charitably motivated. Experience tells one that they are. It is very likely that some, if not all, of the findings and lessons of the survey are applicable to these areas as well.

Finally, it must be stressed that this is a limited and preliminary exercise and needs to be followed up by a more comprehensive survey, as well as more in depth research, especially in relation to “other organizations”. ►

5 | Introduction to Case Studies

The second half of the project “Investing In Ourselves” was case documentation of non-profit organizations who were either raising their entire income or supplementing grant sources by fund raising from the public through a variety of methods.

Each case offers some lessons for fund raising, some drawn from the successes and some from the failures.

Given below is an overview of how the cases were selected, the fields which these represented, the methodology followed for the documentation, the major methods of fund raising followed by the organizations, management and leadership issues, and the lessons learnt in terms of the role of the staff, management, volunteers and boards. The detailed cases are presented in the following section.

Sampling/Selection Criteria

At the outset, a large list of possible organizations to study was drawn up using directories and databases of non-profit organizations. An advisory committee was also constituted comprising leaders of the voluntary sector in India. They made suggestions about organizations whom they believed were doing fund raising from the public, and also about the list prepared by the SICP. In addition to this, word of mouth recommendations were sought.

A letter was then sent to those on the list so prepared, to ascertain their willingness to participate in the project. An accompanying questionnaire sought information on their organization, their sources of income, whether they were raising money from the public and the means they had employed for the purpose. Unfortunately, the response to the questionnaire was very poor.

A second list was then prepared consisting of those organizations who

had responded and who appeared to be raising a significant amount of funds from the public. To these were added organisations culled from word of mouth recommendations. While, initially, one had expected to look at several of the more well known organizations, on further scrutiny many were omitted because either a major proportion of their income was being raised from grant sources, or because they were unwilling to share their ideas and techniques with others. Surprisingly, many felt that if they divulged how they were raising funds, their share of the market would be reduced due to competition.

From the second short list, a final list was drawn up using the following criteria:

- Geographical representation
- Representation of different fields of non-profit (NPO) activity
- Techniques used
- Willingness to share information

We had aimed to do 20 case studies during the period of the grant (approx.15 months). However, due to problems encountered along the way it has been possible to do only 18, and of these, two are not as detailed as they should be, due to problems beyond our control. We have, however, included them because they still contain some interesting material.

Using the International Classification of Non-profit Organizations (ICNPO) an attempt was made to cover at least one organization from each category. However, due to various constraints this could not be done. The actual representation achieved is shown in the following table:

Distribution of Cases According to Organizational Classification	
Sector	Cases
Culture and Recreation	1
Education and Research	1
Health	2
Social Services	1
Environment	0
Development and Housing	0
Law	0
Philanthropic Intermediaries and Volunteerism	4
International	0
Religious	0
Business and Professional Associations	0
Local Informal Neighborhood Group	0
Children & Community Development	3
Women	1
Disability	3
Fund Raising	1
Rural Development	1
Total	18

An attempt was made to select cases from the different regions of India to take account of different socio-cultural contexts, since these do have a bearing on successful fund raising. However, either because we could not identify instances where a significant proportion of the income was raised from the public; or because of an organization's non-responsiveness; or because of last minute default by commissioned researchers and consultants, geographical dispersion could not be fully achieved.

An attempt was also made to include, as far as possible, different varieties of fund raising methods, and to choose organizations accordingly.

Finally, only those organizations could be chosen who agreed to spare the time and the required information for the study.

The final list of organizations chosen and their distribution in the above categories is given below. The detailed cases are presented in the following section alphabetically.

Organizations selected for the case studies				
Organization/ fund raising method	Raising Money through Individuals	Targeting Corporations	Volunteering	Sale of Products and Services
SRUTI	✓	✓		✓
VHAI				✓
Hindu Mission Hospital	✓			✓
World Vision	✓			
Mobile Crèches	✓	✓		✓
Eklavya		✓		
Banyan	✓	✓	✓	✓
Concern India Foundation	✓	✓		✓
Helping Hands			✓	
Payroll Giving – CAF/CRY	✓			
Karunashraya		✓		
Manipal Heart Foundation	✓			
ALERT	✓			
National Association of the Blind	✓	✓		
CRY	✓	✓		✓
Bharat Gyan Vigyan Samiti	✓		✓	
The Blind Relief Association	✓			✓
Katha	✓			✓

Methodology

While the identification of the case organizations, concept and framework were worked out by SICP, the case studies were written by different authors. Four of the studies were done in-house and for the others case researchers were commissioned. During the course of the project several organizational changes became necessary. Initially, of the 20 case studies envisaged, 10 were to be the responsibility of a consultant from the south who was to supervise the case studies in the south and east of India. The remaining 10 from the North and West were the responsibility of SICP. After supervising four studies, all in his local town, the consultant withdrew from the project and the entire burden had to be borne by SICP. Moreover, of these four, two i.e. of the Manipal Heart Foundation and Karunashraya are incomplete but have been included for some interesting details. Some commissioned case researchers defaulted on their assignments.

The cases were prepared mostly on the basis of interviews with the executive director and other staff of the organizations. Where possible, trustees were also interviewed. The interviews were supplemented by other published and unpublished material supplied by the organizations. The drafts

were shared with the organizations before finalization.

Accurate financial information was either not available, or not available in the format required, or organizations declined to share it on the ground that it was confidential. The process of case preparation, in fact, served to raise awareness in many organizations of the need to have fiscal information, such as costs of fund raising, cost benefit ratios and the like, to guide successful fund raising.

The case studies, being mainly meant for training purposes, have been written from that angle, i.e. a description of all the details without any judgmental conclusions. Also the work of the organization has not been covered exhaustively, since it was not a study of the organization per se, but only of the fund raising methods employed.

All financial details have been given in rupees (conversion rate: \$1= Rs 43 at the time).

Characteristics of Selected Organizations — An Overview

Age and size

The distribution of the selected organizations according to age is given in the following table.

As can be seen from the table only one project is less than three years old, though the organization is around 5 years old. Only three fall in the range 4-10 years. The majority of the organizations have been in operation for more than 10 years, though their fund raising efforts are not necessarily that old.

Distribution According to Date of Establishment and Number of years of Operation		
Name of Institution	Date of Establishment	Years in Operation
SRUTI	1983	18
VHAI	1970	31
Hindu Mission Hospital	1976	25
World Vision	1975	26
Mobile Crèches	1969	32
Eklavya	1982	19
Banyan	1993	8
Concern India Foundation	1989	12
Helping Hands	1983	18
Payroll Giving –CAF/CRY	1998/1979	Less than 3
Karunashraya	1994	7
Manipal Heart Foundation	1997	4
ALERT	1981	20
National Association of The Blind	1952	49
CRY	1979	22
Katha	1988	13
Bharat Gyan Vigyan Samiti	1989	12
The Blind Relief Association	1945	56

Distribution According to Size of Organization (based on staff size, annual budget)			
Name of Institution	Small	Medium	Large
SRUTI	✓		
VHAI			✓
Hindu Mission Hospital			✓
World Vision			✓
Mobile Crèches		✓	
Eklavya		✓	
Banyan	✓		
Concern India Foundation	✓		
Helping Hands	✓		
Payroll giving	✓		
Karunashraya	✓		
Manipal Heart Foundation	✓		
CRY			✓
ALERT			✓
National Association of the Blind			✓
Bharat Gyan Vigyan Samiti			✓
Katha	✓		
The Blind Relief Association	✓		

The distribution of the organizations according to size in terms of budget and number of staff is as in the preceding table.

Though an attempt was made to get full details of the sources of income it was not always possible. Organizations were either reluctant to give full details of their budgets, or were unable to give a clear picture of the break up between grant and non-grant sources. Of the organizations studied, grant related income of at least 4 was minimal (less than 25%). At the other end of the scale the income from grant sources was almost 80% and that raised from the public only 20% and below. The others ranged in between. This is not being presented in a table because the figures available are not comparable.

Techniques employed

In terms of techniques employed to raise funds, most were relying on a number of methods and hardly anyone was putting all the eggs in one basket. Most had started with one method and had gradually diversified the fund raising efforts to include a number of methods. Those with a long history of fund raising had discarded some methods. For instance, Mobile Crèches had placed heavy emphasis on greeting cards at the beginning, but had reduced dependence on this method over the years because of its cost ineffectiveness. Similarly, the Hindu Mission Hospital had attempted organization of special events in the initial years but had abandoned this as being too intensive in terms of staff time and expertise. The different methods employed by the selected organizations is summarized in the table on the following page.

Under fund raising from individuals fall a variety of methods employed by the organizations, viz. direct mail, special events, general appeals, obituary appeals, donation boxes, movie clubs, and child sponsorship.

Some organizations run entirely on the efforts of volunteers, and “fund raising” consists of motivating volunteers to help out.

The category sale of products and services covers running of an art gallery and printing press by VHAI, sale of publications by Katha and VHAI, sale of products made by members (Banyan), sale of donated products (SRUTI)

Methods and Techniques Used					
Institution	Direct Mail	Special Event	Method 3	Method 4	Method 5
SRUTI		Yes	Sale of waste material/ products	Corporate Donations	
VHAI			Publication & Printing Press	Art gallery	
Hindu Mission Hospital	Yes	Yes	General Appeals -	Obituary appeals	Hundis/ Donation Boxes
EKLAVYA			Corpus Building through contributions – individual, trusts & corporate sources, public sector, public finance corporations, sale of publication and others		
BANYAN		Yes	General communication strategy	i-Contribution Boxes ii- sale of products and greeting cards	Movie club/ combo sales/ greeting cards/ contribution boxes
World Vision	Yes	Yes	TV program		
Mobile Crèches		Yes	Corporate fund raising	Beneficiary contribution	
Concern India Foundation	Yes	Yes	Corporate Presentation	Sale of Products	
Helping Hands			Volunteers		
Karunashraya		Yes	Corporate Donations		
CRY/ CAF			Payroll giving		
Manipal Heart Foundation		Organized dinners			
National Association of The Blind	Yes	Yes	Bequests	Sale of greeting cards, gift coupons, rakhis	
CRY	Yes	Events		Donation boxes	cards
Bharat Gyan Vigyan Samiti			Mobilizing Community support		
The Blind Relief Association		Yes	Sale of Products – wax items like candles		
Katha	Yes		Sale of publication		
Alert	Yes	Yes	Collections from schools	Bequests	Donation boxes

Observations

The following gives an overview of why some methods were successful and others not so. However, it has to be remembered that there may be nothing intrinsically wrong with any one method. It may be that it was not properly used by one organization and may have great success in another. Similarly, the socio-cultural context of one organization may make for success in one technique and not for another. Hence, it is dangerous to generalize. But based on the existing studies, the following conclusions were reached.

Least and most effective methods of fund raising

- Donation boxes and direct mail were seen as among the easier ways of fund raising and yielded a steady though relatively small income compared to organization of events.
- Special events, though resorted to by many organizations as a way of raising large sums of money for a special purpose, such as a building, equipment or a corpus, were considered very intensive in terms of staff time and expertise, and more risky than others, but had the potential for yielding a large sum of money. Success required meticulous planning, imaginative ideas for events, association of big names either with the organization or as artistes participating in the event, and good awareness of government regulations.
- Greetings cards had also been tried by many but had been abandoned by some as being least cost effective. There was also too much competition from commercial and non-profit organizations.
- While few organizations were relying only on one method of fund raising, and had diversified their approaches over the years, many older organizations had experimented with and abandoned some while moving on to others e.g. Mobile Crèches, and Concern India Foundation had begun with greetings cards, but had either abandoned them or given them low priority in later years.
- The corporate sector had become a popular market for raising funds, and the most popular techniques were either presentations or getting sponsorships from corporations for various things such as events, advertisements, brochures, special program activities and so on.
- While many used volunteers in their activities very few organizations

could afford to depend solely on offers of volunteering. Helping Hands was one such unique organization.

- Many organizations had more than one objective in adopting fund raising techniques. For instance, for SRUTI, Hindu Mission Hospital and Banyan, fund raising was also seen as a way of spreading awareness of the organization's activities and enabling people to get involved with the cause.
- Some of the innovative methods which had been tried were:
 - Scrap collection and sale. (SRUTI)
 - School contributions using cards with religious or other appeal (Hindu Mission Hospital)
 - Obituary appeals relying on traditional practices (Hindu Mission Hospital)
 - Setting up of an art gallery with donated works from artistes (VHAI)
 - Setting up a movie club (Banyan)
 - Organizing benefit dinners (Manipal Heart Foundation)
 - Payroll giving (CAF/CRY)
 - Bequests (NAB)
 - Mobilizing community support (BGVS)

Sale of products and services was popular with many, (VHAI, Mobile Crèches, Katha, The Blind Relief Association). But clearly, getting the costs and pricing right is one of the most difficult parts, and many organizations would benefit from training in this.

In case of all successful fund raising, effective publicity was important and the most cost effective way was to get it free by good liaison work with the media.

Some of the reasons for **non-effectiveness** were:

- Staffing bottlenecks and therefore inadequate follow up or planning.
- Competition from other aspirants.
- Lack of production, or marketing skills, leading to poor quality of product or poor marketing.
- Choice of wrong donor segment.

- Need for too much input from the CEO, especially for high level contacts, and therefore severe time constraint on his\her part.

Role of board, staff and volunteers

Of the 18 cases, only 6 had special fund raising staff. One used an outside consultant. The others had relied on their regular staff. Only one or two had attempted to train their staff in fund raising.

Though this varied from case to case, typically, the most valuable contribution of Board members was in providing staff with contacts to high worth individuals in corporate and other circles; providing valuable inputs in the form of technical advice, e.g. drafting appeal letters, undertaking or advising on advertising; and giving policy and conceptual direction. Few were involved in direct implementation.

Staff members were best deployed to provide support to trustees, to undertake direct implementation and follow up.

Volunteers performed a variety of functions in fund raising: They gave contacts, but also were involved in direct implementation of activities such as helping out at events, in sale of goods and so on; they also provided technical advice and inputs. But effectiveness and usefulness of volunteers depends on the profile of the volunteers, the skills brought in, and the capacity of the organization to make good use of them.

Lessons

Some general lessons gleaned from the cases are:

- The cause is very important. It is easier to attract funds for causes, which appeal to the emotions, e.g. children, disability, calamities, education and health.
- Raising funds from the public for intermediaries or research is more difficult because of the difficulty of conveying to people the importance of these activities.
- If the public perceives dedication they will reward it.
- The image of the people at the top is very important for successful fund raising, as are their connections.
- No other method works as well as personal contact and appeal, and the more influential the person making the contact the greater the chances

of success. However, contacts are more important for seeking big donations i.e. corporate donations or roping in a celebrity for an event, but less so for methods like direct mail, sale of products, donation boxes etc.

- Management and leadership play a vital role in fund raising activities and in motivating the staff. Support to, and motivation of staff comes through various means such as training and back up support (Hindu Mission Hospital/ Banyan).

In successful organizations everyone works like a family and everybody rises to a challenge. Dignity of labor is respected. If required, even the executive director will sit to give a helping hand to the staff working on the products. (SRUTI)

Another lesson is that one must shift from a hierarchical to a team based structure where self-directed teamwork is encouraged and people valued (World Vision).

- From the cases it is found that organizations can successfully replicate methods used by others so long as they adapt them to their own context. (e.g. Sri Ram Nama Patra Scheme of Hindu Mission Hospital was adapted from a similar scheme used by Help Age). Adaptation must take account of the socio-religious context, target audiences, timing, (e.g. scrap collection a week before Diwali, the major festival period, by SRUTI.).
- Some specific lessons learnt from organizations profiled:
 - Banyan (Think big, be professional, keep the press on your side, diversify methods).
 - Eklavya (fund raising is an intensive and time-consuming process requiring continuous attention from the senior members, as well as a multi layered system to carry out various functions and systematic preparation).
 - World Vision (need to create a broad base of clientele, donor satisfaction, systematic and professional approach to manage the activity including use of computers and advanced software).
 - SRUTI . In selecting methods of raising money, it is important to consider whether the organization seeking funds is one seeking to bring about social change through changing the existing structure, or whether it is delivering services to the needy. If it is seeking to

change the status quo, it cannot expect funds from either the government or wealthy private donors, corporate or non corporate. They will not contribute to anything, which they perceive will jeopardize their privileged position in society.

In such organizations, they must choose methods, which will mobilize from the expected beneficiaries as well as other well wishers. Small contributions can make big impacts if innovative methods involving common people, are used. They will also spread the message and ensure personal involvement in the cause.

- Karunashraya (a fund raiser should not have inhibitions in asking for amounts of money—though it requires careful judgment to be able to ask effectively).
 - Helping Hands (success of volunteer programs depends on ability to make a potential volunteer identify with the cause and giving him work according to his likes).
 - Concern India Foundation (persistence is the key in seeking donations from corporate houses).
 - Bharatiya Gyan Vigyan Samiti: In rural areas, donations in kind such as food articles, space for volunteers to meet, and donation of time and labor can be as helpful as money donations.
- In organizations studied, charismatic and well-known personalities have been important in fund raising.
 - Fund raising methods like direct mail, events, sale of products, and securing volunteers, are less dependent on a leader than those, which involve direct contacts at a high level. Here it is the organization's image that is important. Organizations are beginning to realize the necessity of reducing heavy dependence on one individual, and have begun grooming fund raising staff.

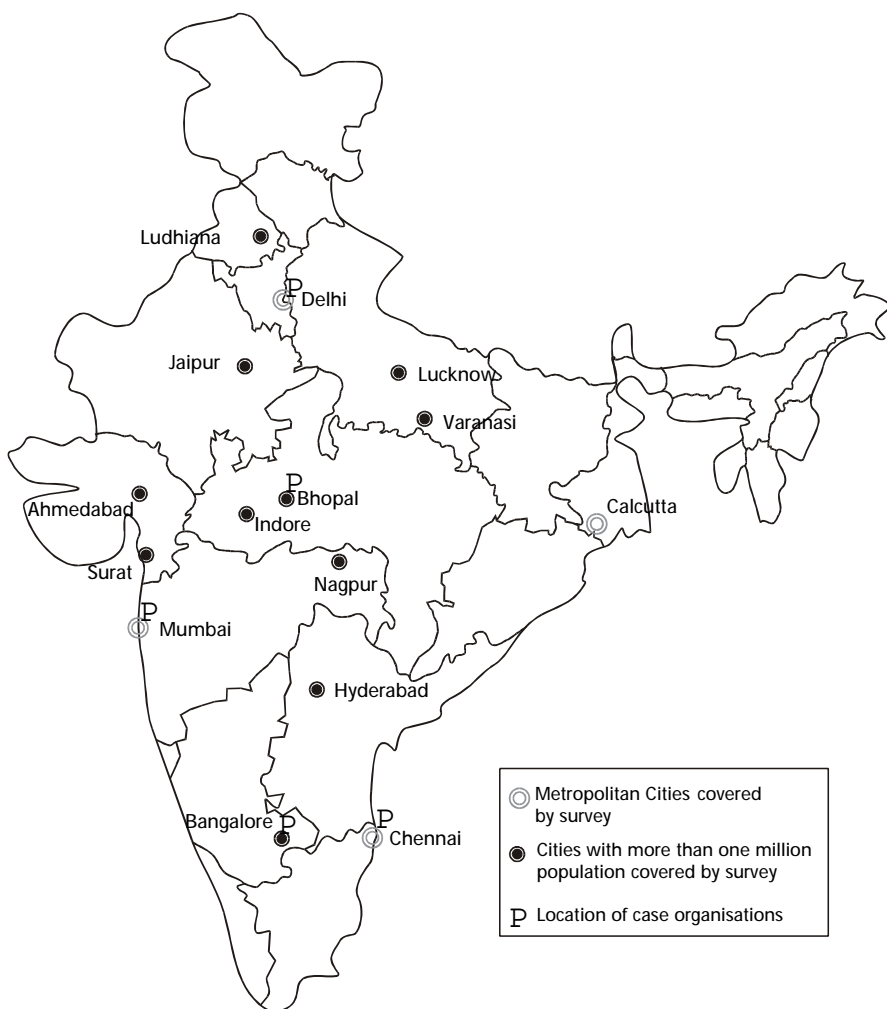
However, the high staff turnover which is characteristic of non-profit organizations is a big constraint to successful fund raising, since contacts are lost once the staff moves out of the organization.

- A sustainable “mix” of methods and sources are necessary, such that one fund raising method complements the other one e.g. in SRUTI—scrap collection and sale of products made out of scrap material complement each other; in World Vision—the child sponsorship program using the direct mail method is supported by its TV program; in VHAI donated

paintings in its art gallery are reproduced for sale by its printing press.

- Donor segmentation is important for deciding on the appropriate method of fund raising. Segmentation is done on the basis of donating capacities, donors' profile, and the specific context. For instance, in the Hindu Mission Hospital case, while the Sri Ram Nam Patra method is targeted to young students, the Obituary appeal is targeted to bereaved families. Eklavya focuses on corporate houses and financing agencies for its corpus building drive because it requires bigger donations, and because the corporate sector is aware that education and development are closely linked.
- Similarly, events have to be organized according to its audience profile—Mobile Crèches organizes the play after studying its audience profile i.e. theatre buffs; the Banyan chose as its target audience the elite of Madras city and then decided on the type of event. The Karunashraya experience tells us that such segmentation is necessary in order to be able to ask effectively for the amount needed.
- Large one-time donors often give for capacity/capital building strategies of the organization. e.g. Eklavya's corpus building program or Hindu Mission Hospital's building program.
- In some cases donors also like to evaluate the capability of the requesting organization by asking them to raise matching amounts. (e.g. Eklavya)
- Small but consistent donors are driven more by the cause being propagated by the organization, such as a child sponsorship program. Direct Mail becomes appropriate here.
- Some organizations target both the large donors as well as the small, consistent donors through different methods. e.g. Eklavya targets a judicious mix of both by designing different presentations for different segments. In World Vision consistency is more valued than one time donation—donor retention is more important than raising new and one-time donors, and direct mail is more useful.

To conclude, the message is that the potential for fund raising is vast if one researches the market well, gauges one's own organizational strengths realistically, presents one's case effectively, and uses all the imagination that can be mustered. But of course the bottom line is that the cause is worthy, and the organization trustworthy. ►



PART TWO

The Cases

Case 1

Leprosy Watchdogs

ALERT-INDIA

RAJEEV JOSHI

A little over two years ago, 24 year old Ranvir Ram was being treated at a municipal hospital in the eastern suburbs for an ulcer on his right hand. Doctors had not realized that the wound resulted from the loss of sensation in the hand, a condition that this construction worker had been suffering from for sometime. A friend referred him to a clinic in Vikhroli that detected that he had contracted leprosy. Since then, Ram has been undergoing medication and physiotherapy to salvage his hand.

Shubhadra Shinde, over a six-month period, consulted more than a dozen doctors to treat the swelling in her face, until a community worker, suspecting the cause, got her to the leprosy center. Since then, this 29 year-old has made remarkable recovery.

It was during a program by a leprosy awareness group at her school a couple of months ago, that health workers thought the unusual pigmentation on 9 year-old Charulata's foot was a symptom of the dreaded leprosy disease. The girl is still under observation.

These two persons are examples of the concern and care of a band of volunteers committed to fight the scourge of

leprosy that has afflicted humanity since time immemorial. The Association for Leprosy Education, Rehabilitation and Treatment (ALERT)-India is a registered, secular, voluntary organization, committed to the control and eradication of leprosy by identifying early cases of leprosy, treating them and enlightening the public about the problem.

Twenty years ago, A Anthony Samy left the Lok Seva Sangam lepers colony in Chunabhatti where he was sent during his training in Social Welfare Administration with the Tata Institute of Social Sciences to widen the reach of anti-leprosy treatment to detect, educate, treat and rehabilitate such cases. Since then, ALERT has treated and cured over 18,000 cases with over 3,000 more still under its care.

“One of the important developments in public health in recent years has been the tremendous progress made in dealing with leprosy through widespread implementation of multi-drug therapy. Anyone affected by the disease can be completely cured if it is detected in time and treated properly,” says Samy, chief executive, ALERT.

Objectives

ALERT's aims and strategies have remained the same since its inception in 1981. The principle objective was to work towards urban leprosy control with survey, education and treatment by adopting a community based control methodology to:

- ▶ Detect all persons afflicted with leprosy, in the slums, *chawls* (shelters) and lower-income group colonies as early as possible—especially the infectious patients who spread the disease to others;
- ▶ Consistently undertake leprosy campaigns to educate the community groups to suspect leprosy and report voluntarily;
- ▶ Undertake special surveys to detect child cases from schools and organize special programs by way of information and education to student and teachers, who can effectively spread scientific facts about leprosy and counter irrational fears;
- ▶ Trace, treat and follow up all detected leprosy patients at their family level to complete treatment and cure them without deformity to prevent social and economic displacement and ostracism.

Young men and women are selected and trained as leprosy technicians. These persons not only undertake community and school level detection work but follow up on the patient at the family/community level and establish a vital link

between the patient and doctor.

Methodology

Leprosy control projects

ALERT uses the SET method i.e. Survey, Education and Treatment. To achieve the national goal of eliminating leprosy as a public health problem, it aims at early detection and treatment of leprosy. House-to-house surveys, educating the public through awareness campaigns using brochures, leaflets etc., propagating that leprosy need not be feared but rather treated and thereby shattering myths and preventing social ostracism of patients

Case detection

Leprosy detected early can be easily cured. Hence, ALERT emphasizes early case detection. The methods used for case detection are surveys including mass surveys, schools survey, contact survey, industrial survey, health camps and voluntary reporting and referrals through health education. These are essential owing to the trouble free nature of the disease in the early stages, misconceptions and myths associated with it, ignorance about the symptoms and thus inability to identify it and the social stigma attached to it. House to house trained paramedical workers carry out surveys. They first identify the slum colonies, *chawls* (shanties) and low income housing colonies. All case detection activity is accompanied by health education, using various means of communication such as leaflets, handouts,

charts, posters exhibitions, audio-visual and film shows, album talks to community groups etc.

The treatment program

In principle all leprosy cases are treated with a combination of two or more drugs. For this purpose patients are classified into two groups *paucibacillary* and *multibacillary*. These patients are treated at 29 weekly, fortnightly and monthly clinics (18 in Greater Mumbai and 11 in Navi Mumbai). At Navi Mumbai special TB clinics are conducted thrice a week.

Health education

Education and health awareness plays a crucial role in any health program. ALERT carries out education and awareness campaigns, prior to and after surveys among different groups within the community. Special campaigns addressed to school children, teachers, medical community, and industrial workers and at times to other social organizations. The campaign includes film and slide shows and group discussions etc. In addition to the above, stickers and posters are pasted in public places and trains. Thousands of handouts are distributed during the course of surveys, corner meetings and at leprosy exhibitions in public places and schools. Special orientation courses include workshops on leprosy diagnosis and treatment, for doctors and health workers of the BMC hospitals and other community health workers in the city.

Staff

The staff is mostly trained paramedical workers and further trained as health educators. In-house training as well as courses at government recognized centers are conducted. Human resource development programs along with stints in community health and development are a part of staff training, as are leadership skills to enable workers to take part in the day-to-day planning, implementation and decision making along with the team leaders. Each paramedic team is assigned a specific control zone with an approximate population of 50,000. The teams plan and implement day-to-day work in accordance with overall plan, priority areas along with non-medical supervisors.

Laboratory services

All clinics have the facility to take smear tests. Two laboratories are set up specifically to examine skin smears collected. With the exception of children with only one lesion, all patients are smeared prior to starting the treatment. For the TB patients, special tests are done at private laboratories. ALERT also produces special micro-cellular rubber footwear for patients with an insensitive foot and splints to correct hand deformities.

Results

The above strategy and approach resulted in detection of over 24,767 cases and curing 18,378 leprosy afflicted with-

out segregation. The balance 769 patients are under treatment and 5,580 cases were deleted owing to death or persons leaving the project area. All those who have been treated pursue their normal life and work within their family and community. ALERT hopes to dispel the fear of the disease in the community by such results.

The most significant result of all leprosy control was that in the first 10 years of their work, the leprosy prevalence in the project area in slum communities was 11-15 per 1,000. In their 20th year the prevalence in the slums is 4-5 per 1000. Even though the prevalence has declined, the incidence remains the same. Almost 1,000 new cases a year in their project areas.

As a result of continued presence of community level leprosy workers and consistent education and campaigns, more than 60 per cent of leprosy patients report voluntarily or are referred by some informed person in the community.

Programs and Initiatives

Community based leprosy control projects in Greater Mumbai

Since 1981, ALERT has been working in 'N', 'S' and 'T' wards of Mumbai Municipal Corporation in Vidyavihar, Ghatkopar, Vikhroli, Kanjurmarg, Bhandup and Mulund areas, starting with systematic door-to-door surveys. Paramedic workers and doctors joined hands to work in these wards. Geographically, the area is spread over 122 sq. kms. and

has a population of 15 lakhs. More than 60 per cent of the people stay in slums, *chawls* and lower income or middle income-housing colonies.

Community based leprosy control project in Navi Mumbai

Since 1988 ALERT began urban leprosy control project in Navi Mumbai covering a population of 6 lakhs. Their leprosy and TB control projects have adopted it as a disease control program strategy with a community based approach and family involvement in order to be effective. Navi Mumbai consists of five developed—inhabited townships and 44 villages surrounding these townships. These five townships are Turbhe, Nerul, Koperkhairane, CBD Belapur and Airoli.

TB control project in Navi Mumbai

This program started in June 1989 but from August 1991 due to financial constraints intake of TB patients for treatment had to be restricted, although its prevalence in the area is much higher than leprosy. They undertook a review in mid-1998 to streamline the program and plan for an extension and intensify TB control activities in Vashi and Turbhe areas in Navi Mumbai and joined efforts with Navi Mumbai Municipal Corporation (NMMC). The review identified the crucial aspects/areas that needed interventions and corrections in order to achieve the objectives of the National TB Control Program in Navi Mumbai. At this time

they also explored availability of resources and facilities to augment the program. They were able to get support from Inter Aide, a French organization that was willing to financially support certain specific activities of collaboration between ALERT and NMMC.

This pilot project started in November 1998 for a period of one year, but after a review, it was continued for another year. ALERT has a commitment to continue the existing program to complete treatment of all patients who are registered with them.

Community education unit

In 1993 the ALERT team decided to expand its role beyond leprosy control. The decision was to play a catalyst role and bring to the fore important health issues, in addition to leprosy survey, education and treatment. The team decided to take up campaigns on issues of public health concern and take up promotion activities at the community level through Community Health Volunteers (CHV) attached to health posts of municipal corporations, for greater impact and reach.

Training and helping CHVs was identified as a direct means of helping people to get access to knowledge and information to improve their health and living conditions. The ALERT unit plays an effective, meaningful supportive role to all public health programs and other special campaigns.

Specific objectives of the unit aimed

to:

- ▶ Promote educational activities relating to health, education, environment and gender justice among community groups that would bring about positive change in the slum community and help the community groups to assert their rights
- ▶ Assist CHVs to enhance their skills and knowledge to improve their interactions with women in the community, in fulfillment of the outreach program tasks entrusted with them under the public health program
- ▶ Help, understand and probe in to medical, legal and traditional systems and practices that affect women in the present socio-economic and cultural context and take steps to counter them in their favor
- ▶ Encourage and facilitate individual and collective action by slum women through their own independent forums

Objectives of the training/campaign were to help CHVs to:

- ▶ Respond to the community's needs and problems in an effective manner
- ▶ Acquire available knowledge to deal with issues of concern of their community specially women, children and youth
- ▶ Respond to problems related to eyes, cancer detection, feeding practices and reproductive health in their communities

- Organize youth in the community to involve them in problem solving processes

“The staffers talk to people and read them information so that they know enough to suspect leprosy and report the cases voluntarily,” says Joy Manchil, ALERT’s assistant director (projects). “We conduct programs in schools, so that the teachers are aware,” adds Samy.

Child sponsorship program in N, S and T wards

This program of support for education of leprosy patient’s children or children with leprosy began in 1993. For this program ALERT gets support from Mission *del Sorriso* and they are allowed to replace new children every year. This program covers 257 children at any given point of time. And 30 per cent of the new cases are children below 14 years of age. Leprosy workers, in terms of the economic background of the family carefully select the children.

- *Rehabilitation and educational activities in collaboration with SREDHA (Society for the Rehabilitation of the Disabled and the Handicapped):*

SREDHA has been providing rehabilitative programs from 1977 for betterment and rehabilitation of leprosy patients and others who are affected by various disabilities and deformities. The collaboration between two organizations started from August 1998 in providing rehabilitative and educational empowerment programs

to the affected persons in Mumbai and its suburbs. Mission *De Sorriso* sponsors the collaboration.

The program offers the following services to the affected patients/persons/families:

- Financial assistance program to enable patients/families to undertake an income generating activity to become self-reliant and to make improvements socially and hygienically by repairing their dwelling units.
- Educational assistance program by providing school sponsorship to school going children till the child completes school, *balwadi* (crèche) for providing head-start program for pre-school children and financial assistance to needy students to overcome crisis situations.
- Sponsorship schemes for aged patients where aged and leprosy patients are given certain amounts to meet their day-to-day needs.
- Financial assistance to needy patients to overcome or to meet urgent needs.
- Provision of workshop based training and continuous employment to selected leprosy patients who are badly deformed or disabled and cannot get employment elsewhere. A stipend is paid to the trainee at the time of joining the scheme and later converted into a wage during the period of his employment in the workshop at Vasai.

Integrated health care and development project

In 1993, ALERT undertook a Community Needs Assessment Survey in Vashi Township in order to assess the existence and nature of the health services available for the weaker sections of the population. Inter Aide, who were also willing to contribute to the socio-economic development of the area, funded this survey in Indira Nagar.

The objectives of this project were to:

- Help develop a community based primary health care system and sustainable development with the initiative and participation of community groups
- Interact, train and activate women's groups to function as catalysts for promoting health and development activities in the community
- Provide health care and development training to community health workers and health personnel who work with these communities

The project provided the people with the means to meet their own family needs, whether the needs were to do with sanitation, health, education or income generation. The first emphasis was on maternal and child health later going on to education, industrial pollution, community organization, male alcohol addiction and income generation.

The major areas of intervention were: MCH program; getting drinking water to the area; reviving the *anganwadi*; learn-

Campaigns and Activities (from January 1999 to March 2000)

- *Eye care campaign*: The campaign was aimed at helping CHVs to learn more about identification and treatment of common eye problems at the community level. The strategy for prevention of various disorders related to eye was planned and implemented in the community. CHVs helped children with vitamin 'A' deficiency as well as identified patients for cataract operations. Sight Savers financed this campaign and operations. This was for three months and 550 trainees took part.

- *Campaign on promoting breast-feeding education*: This campaign helped CHVs to enhance their existing knowledge about breast-feeding practices in the community. It also provided an opportunity to develop a dialogue with community women to change their practices and attitude in favor of appropriate breast-feeding. This was of a month's duration and 550 trainees took part.

- *Training in youth development*: This training was to help the CHVs to learn and practice techniques and skills to collaborate with youth groups on various community health issues. This was a month long training and 550 trainees took part.

- *Campaign on cancer among women belonging to poverty groups*: An intensive training in cancer detection and treatment for self-help workers was conducted. Tata Cancer Research Institute with field level sessions and practice within hospital premises facilitated this training. This training was conducted for two months with 33 trainees.

ing program; children admissions in school; school support program; NFE for women and children; sewing class for women; *balwadi*; immunization; tackling malnutrition; fighting for rights; curative clinics; women's small saving groups; registering *mahila mandals* and youth groups; and general medical camps.

ALERT decided after an internal assessment to gradually withdraw from active involvement in various community activities where community groups can takeover. ALERT will concentrate in making this process happen effectively by way of training and equipping women and youth with skills and knowledge necessary for the same.

Raising Resources

Veera Rao, director, resource mobilization, ALERT, says, "Always there are good people and good causes. When good people meet good causes there is fund raising."

Before Rao joined ALERT in 1996, it relied on foreign donations to support project activities. There were small fund raising events—more in the nature of involving the local community. Today, 90 per cent of ALERT's leprosy funding requirements come from Indian donors due to the effort put in by the resource mobilization team. During the year 2000, total funds raised for its leprosy work, TB and AIDS work, and community education unit reached Rs 1.37 crore. Out of this, ALERT raised 67 lakhs from Indian

donors for leprosy work. ALERT also started building up a corpus so that they are able to support more of their activities and managed to build up a reserve fund of about Rs 50 lakhs.

ALERT relies on events, school donations, direct mail, bequests, sales of coupons and box collections to raise funds. Events contribute a major chunk of finances raised followed by school collections, bequests, sale of coupons and box collections respectively.

Events

ALERT does most of its fund raising through events such as musical concerts, art exhibitions, celebrity dinners and charity film shows. Over the past several years they developed valuable contacts with well known personalities in the corporate, entertainment, sports and social fields. These celebrities respond to ALERT's invitations and endorse their programs. ALERT believes that for any event to be successful quality has to be kept in mind and for this purpose they use the best talent available in sound systems and stage settings to deliver the final product. Depending on need and availability, 3-5 events per year are organized by ALERT, generating Rs 5- 25 lakhs per event. Sponsors take care of the cost of the event and at times ALERT is also able to save money from the sponsorship amount and puts it into the corpus. In certain events, they sell space to caterers, and add it to its funds. Rao feels that there is a need to work hard

towards making an event successful and to this end employs a ploy known as spot donations. Certain persons who are already committed to the cause are approached beforehand to announce their on-the-spot donation that enables others to also respond in similar manner. This way they are able to garner additional funds from persons.

ALERT collects money in these events by sale of tickets and also through publication of a souvenir through which advertisements are collected from various companies and individuals. About 20 per cent of the amount are collected through advertisement revenue and between 60-70 per cent by way of ticket sales. The tickets range from Rs 3,000 to 5,000. There are also few cheaper tickets for some seats.

ALERT organizes committees for each event that comprises eminent persons who lend their name to this committee. This is again an incentive to the public that ALERT approaches to give importance to the event and thereby donate more generously than they would otherwise do. The organization sends out complimentary tickets to those who have helped ALERT in the past and since most of them are prominent citizens their presence manages to bring in others, thereby making the event a success. ALERT relies on about 13 persons from within the organization for conducting these events but has managed to build up a band of volunteers to help out. These volunteers are cultivated by ALERT and after looking at the excellent

work that the organization is doing, agree to help out.

It is said that 'Fund raising is all about luck. The harder you work, the luckier you get!' Sincere and persistent hard work carried out with honesty and transparency always gets the desired successes.

Some of the events that ALERT has conducted in the recent times are listed below:

- *Beauty and the feast:* A celebrity dinner was organized at the Taj Mahal hotel to raise funds. World-renowned designer Hemant Trivedi donated three outfits, which were successfully auctioned at the dinner. Popular singers Usha Uthup, Sunita Rao, Nirmal Pandey and Rahul D'Mello delighted the audience with their live performances. The patrons requested for their favorite numbers and promised donation to ALERT for this! Several celebrities from the film, fashion, music industry and the corporate sector attended the function. During the evening an opportunity arose to auction a special Cognac by Hennessy, donated for the purpose, in a designer crystal decanter. An enthusiastic Dolly Thakore played the auctioneer. This unplanned idea raised an additional Rs 50,000. A sumptuous dinner followed. The Taj gave a discount on its bill. The tickets to this event were priced at Rs 3,000 per head and the total amount collected from this event was Rs 24 lakhs. The expenses were around Rs 3 lakhs. The event

generated tremendous media coverage for both, the event as well as for ALERT's work.

- ▶ *Photographic exhibition:* A committed friend and donor who heads a top advertising agency held a photographic exhibition in aid of ALERT. His travel photographs were enlarged into big and small frames and sold at Rs 5,000-Rs 50000. Mazda Co and Kodak took care of the expenses of framing these photographs and the friend took care of other expenses. This exhibition took place at a prestigious hall and people from the government, business houses and film industry visited and bought the exhibits. The event brought in Rs 6 lakhs. Besides publicity, this event gained several volunteers for ALERT's work. The work of ALERT received endorsement in the Ministry of Health and other government ministries since the chief minister and other officials came to the exhibition.
- ▶ *Musical concert:* An evening with the popular singer Sonu Nigam was held at the Race Course lawns. This exclusive venue normally charged a steep price for the usage of its premises (Rs 1 lakh) but gave it free of cost to ALERT. Even the singer charged half his usual fees. Tickets were priced at Rs 3,000, Rs 1,000, Rs 500, and Rs 100. Banner space was sold at Rs 10,000 per banner since it was an open-air venue. The caterer gave beverages at a sizeable

discount. This event fetched ALERT Rs 25 lakhs.

- ▶ *Musical concert:* An evening with Daler Mehndi (popular singer) was organized by ALERT. This gave them an idea how singers could also help in raising funds for them. This was a huge success and they raised sizeable funds from the event.
- ▶ *Musical concert:* ALERT approached Kalyanji (popular music director) to do a program for them using his team of children that performed musical concerts, known as 'Small Wonders'. This program was such a hit with the audience and donors that they wanted ALERT to repeat the performance. The program was repeated and it gained, ALERT a lot of goodwill with the public.

A fall out of this was that a lady rang up the ALERT office after seeing an advertisement in the newspaper about the event and said that she wanted to donate something and whether a person was free to go to her house to collect the donation. Imagine the surprise of ALERT's person since the amount was Rs 25,000. This donor thought that, since an advertisement had appeared in a leading daily about the organization, it must be good.

- ▶ *Musical evening:* ALERT conducted a musical evening with an Apache Indian an Indian singer from the UK. At that time he was very popular and

a program was held to which he agreed to sing for the cause. This also helped ALERT to raise sorely needed funds as well as gain the public's attention on their work.

Schools

ALERT visits more than 300 schools for their donation drive and basically does not emphasize that they are collecting funds. The visits create awareness among the students and teachers about the disease. Over Rs 25 lakhs is collected from school donations each year.

To illustrate this Rao shares this story. "A school we had been approaching for collections for four years with no luck called us recently to conduct the Leprosy Education Program. They still maintained that they were unwilling to collect funds. We shared our work with them, arranging a slide show on leprosy for the students. A lot of enthusiasm was generated at this program. In the end, I took a chance once again and ventured to ask the Principal 'Do you think that you can reconsider our request and let at least a handful of students collect money on our donor cards? We would be delighted if your school is represented in our fund raising drive.' 'OK,' said the principal, but only those who volunteer may participate.' ALERT collected Rs. 2.5 lakhs from this effort. Persistence did the trick!"

Direct mail

This is a method that ALERT relies on to send direct mail to known contacts. They do not send mail to all and sundry and mainly rely on earlier donors and known supporters. They have not been spending much time over this method in recent times.

Sale of bookmarks

ALERT has made some attractive bookmarks that are sold at a premium to people and these bookmarks carry the message of ALERT on one side. The sale of these bookmarks fetches ALERT anything from Rs 1-2 lakhs. They again have not spent much time in propagating this idea.

Bequests

There are instances when ALERT manages to get some funds from bequests by some known people. However, they have not made any attempt to pursue this area of fund raising but manage to raise Rs 2-3 lakhs every year.

Box collection

As other organizations, ALERT also tried this method of fund raising by keeping collection boxes at various points. Here again they have not been able to make inroads and only rely on those outlets that are willing to keep their boxes.

Individual donors

An interesting episode occurred when a German donor visited ALERT and realized that they did not have any permanent office from which to operate. He was surprised that the volunteers were making do with a small space to function from. At that time ALERT had realized that they needed a bigger office to function from and a willing owner was available to sell his premises. The German donor agreed to pay more than 70 per cent of the amount. ALERT also managed to get the stamp duty exemption, which was nearly Rs 3 lakhs, from the government. This was due to the fact that Narayan Rane, then the Finance Minister, attended a function organized by ALERT and saw the work that they were doing.

In another case when ALERT had planned out an event but were finding it difficult to secure a donor, they approached a friend who promised to help locate a sponsor. ALERT received a call from a person in Delhi who was willing to sponsor the entire event at a cost of Rs 10 lakhs. But the donor was a manufacturer of *gutka* (tobacco product). ALERT was therefore in a quandary over his offer, since it violated the very basis of their work. The board members were not willing to compromise on this. The donor then agreed not to advertise his product, to resolve the problem.

ALERT plans a film on its work and about leprosy. For this film they managed to convince Sachin Tendulkar to speak. This film will target students and the cost

of producing this film and making copies is estimated at Rs 5 lakhs. ALERT is in the process of finding donors for the film and hopefully will be able to raise the necessary finances. Says Rao, "Funds are the backbone of any organization. Fund raising has to be a continuing process. It cannot be done in sporadic bursts, undertaken only when money is urgently required."

The Future

In accordance with the WHO and Indian government, ALERT has set a goal to reach 1 per 1,000 prevalence to eliminate leprosy as a public health problem.

In order to continue their mission, the present level of spread and reach must be kept up for the next 10 years. There is another compelling reason to augment the present level of reach because community-based work is being abandoned or replaced by many NGOs too soon, since statistics showed that the overall prevalence has declined.

Such inaction might only result in non-identification of infectious cases in the community and the resultant spread. Patients might only seek treatment as they notice visible deformity. Detection of large number of new child cases and significant number of smear positive cases only indicates the fact that the community is not free from leprosy as yet.

Today, 5 per cent of all detected cases in Greater Mumbai and 8 per cent in Navi Mumbai are with visible deformity who

need to be carefully accessed and cared for to prevent further deterioration and damage. Above all, the persistence of leprosy is directly related to the efficiency of leprosy control work in other parts of the city and the country. Mumbai and Navi Mumbai continue to grow, as more and more migrant workers seek livelihood in these cities from all over India. ►

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Case 2

Literacy Crusaders

BHARAT GYAN VIGYAN SAMITI

TULSI CHARAN BISHT

People continue to battle with problems of poverty, exploitation and ignorance. This calls for renewed and vigorous efforts towards a participative and democratic social order that can bring about a social change based on justice, equality and cooperation, in reasonable time frames.

With over fifty percent of the country's population still illiterate, integrating processes that fight political, social and economic marginalization of people with mass literacy can provide the necessary vigor and capability for rapid change.

The impetus to initiate a mass action for renewal was propelled from such an understanding. The voluntary agency, Bharat Gyan Vigyan Samithi (BGVS) emerged to put such an understanding into action."

(Quote from the brochure of BGVS)

Thus after 50 years of freedom, in the new millennium, the country stands at the great divide. On the one hand, few centers are witnessing economic boom with thriving IT sectors. On the other hand a large number of areas especially the rural ones still struggle for the basic requirements of a good livelihood. Wide-

spread illiteracy compounds the structured nature of poverty in these areas. A bane of feudalism and money lending era, illiteracy still remains the biggest stumbling block for development and democratic governance.

According to BGVS: "Literacy as a possible starting point for social transformation and the crusade against illiteracy as a crusade against conditions that maintain illiteracy, a crusade against communalism, a crusade against dependence. It is a second independence struggle, for national integration and for self-reliance, a struggle to make democracy meaningful to the millions."

Though the government initiated a number of ambitious schemes to this effect, these mostly remain caught in the mire of bureaucratic complacency and an impractical approach that treats people as recipient objects rather than active participants. Hence, such experiments with adult education programs, culminating in the formation of the National Adult Education Program in 1978, failed to create a demand for literacy among people. There was a lack of peoples' participation.

"In 1989, the Kerala Sastra Sahitya Parishad, (KSSP) one of the pioneering

Peoples' Science Movements (PSMs) in the country, undertook a massive literacy campaign in the district of Ernakulam in collaboration with the district administration. KSSP made use of its time-tested medium of *kalajathas* (cultural caravans) to reach out to every nook and corner of the district to create an ambience for the literacy program. The district administration and KSSP, along with various other voluntary and mass organizations worked hand in hand on the platform of the now famous 'Zilla Saksharatha Samiti'. Hundreds and thousands of young men and women came out to become voluntary literacy teachers. The campaign approach of Ernakulam proved to be a major success as there was a substantial response to literacy efforts there," says BGVS in its brochure.

The Beginning

In 1988, the government set up a National Literacy Mission (NLM) Authority but with no clear strategy on how to go about it. In 1989, the NLM decided to replicate the Ernakulam experiment at a national level with the idea of a broad-based experiment for propagating literacy. The All India People's Science Network (AIPSN), at the request of the government, decided to form BGVS, with the primary responsibility of placing literacy on the national agenda. Dr Malcolm S Adiseshiah was its founder president and Dr M P Parameshwaran its secretary. Its general council was formed of PSM activists, representatives from the Ministry of

Human Resource Development, eminent educationists, social workers and artistes from all over the country. This council elected a 13-member executive committee, which continues to function through the central office located in New Delhi, and includes a representative of the NLM.

The first step in the direction of mass literacy was to conduct *Bharat Gyan Vigyan Jathas* (literacy and science caravans) in 1990, which incidentally was also the International Literacy Year. The program was aimed at creating a demand for literacy amongst the people and also at building up people's campaigns. The *kalajatha*, being extremely simple and communicative, was a novel experience for most villagers. As a medium that packed its messages in the popular cultural idioms and forms, its message hit hard, by linking questions of exploitation, oppression and discrimination against women. Thus, despite many odds, it managed to transform the movement into an unprecedented national mobilization, especially of women and rural youth.

To galvanize the literacy mission into a mass movement, literacy ambassadors were appointed in districts and state coordinating units were set up. The massive mobilization effort, which covered 40,000 villages in around 250 districts of the country, sowed the seeds of what is popularly known as the Total Literacy Campaign. The basic principles of the Ernakulam model, and adopted by the NLM were: mobilization using local cultural forms; motivating voluntary teach-

ers to take up the actual task of teaching; and formation of people's structures from the district to the village levels to implement and monitor the programs.

BGVS's involvement ranges from motivation to formulation and initiation, actively and in a participatory fashion, depending on the requirements of a particular situation. BGVS's articulation of literacy as a strategy for mobilization leading to empowerment gave the program a much-required credibility amongst people. At a later stage, the anti-*arrack* (local liquor) agitation of Andhra Pradesh became one of the most visible and celebrated outcomes of this empowerment process. When women from literacy classes of one small village agitated against *arrack* in their village, it motivated the others, leading ultimately, after a prolonged struggle, to the prohibition, not only in their district, but also in the entire state of Andhra Pradesh.

The literacy movement delved further into other areas of women's empowerment and people's savings movement. One of the outcomes of the savings movement has been the conversion of the literacy movement into the women's employment generation program. Another intervention was to enhance women's participation in *panchayats* (local governing body) and the use of the *panchayati raj* (local rule) structures to effect changes to further benefit women.

One BGVS initiative was to bring various women's empowerment programs under one umbrella—a nationwide

Samata campaign. The aim was to consciously develop and transform the literacy campaign into a cultural and economic movement for women. Under this campaign eight *kalajathas* were organized starting from eight centers. After traveling through twenty states, they converged in Jhansi for final rally and a two-day convention in April 1993. "This was a Gyan Vigyan Jatha of women for education, equality and peace," says BGVS.

Today, BGVS has units in 17 states and union territories. It has played an active role in supporting more than 200 districts under the Total Literacy Campaign, in all aspects like training, material production, environment creation, monitoring and evaluation.

Programs and Initiatives

Bharat jan gyan vigyan jatha: To draw ordinary people into the arena of social change as active agents, people who could do things, by using literacy as a tool successfully.

Humara desh: A campaign for national unity and advancement was conducted through a variety of activities like *balmelas* (children's festivals), *lok sampark andolan* (mass contact programs, relay cycle *yatras*, *jansansads* (peoples' parliaments).

Joy of learning campaign: As part of the effort of linking literacy with elementary education to rebuild the interest of children in schools and to demonstrate that the teaching and

learning processes can be made interesting, relevant and joyful.

Literacy to health. The emphasis is on health communication, participation, survey and local level planning.

Samata vigyan utsav. As an umbrella organization of various women's movements from the village to the national level. It basically comprises of *melas* (fairs) held at the village, block, district and state levels. The objective is to provide a platform for women and to disseminate information on various issues.

Participatory resource mapping (PRM). It includes land literacy. Mapping the status of terrain, land use, water resources and local assets by the villagers themselves, followed by stages of resource literacy, organization building and development action planning.

Watershed development program. It includes protection, rational management, sustainable development and utilization of natural resources. The program is aimed at conservation and development of watershed to improve its ecological well being and thereby enhance its productivity and life supporting system.

Raising Resources

With its six hundred thousand villages and approximately more than two-thirds of its population living in rural areas, India truly lives in villages. Agriculture is still the main stay of the economy. However, increasing pressure of population, land fragmentation and in-

troduction of new technologies have led to high rate of unemployment or disguised unemployment especially in the rural sector. Along with agricultural land, other resources like forests and water have also come under severe pressure. This situation resulted in heightened social tensions and conflicts leading to divisions on cast, religion or language, and threatening democratic governance. On the other hand, it also resulted in incessant out-migration from rural to urban areas, depleting the former of its human resources.

The government controlled development process was unable to control this situation. Moreover, in many cases government sponsored intervention alienated people from the whole process of development. Hence, one needs to ensure peoples' involvement. Culture is one such medium that holds people together. As a social construct it is both participatory and evocative. This is what BGVS decided to use to send its message.

Samata story

On 8th of March 1993, eight teams of young women and some young men set off from eight different points in the country. Travelling for a month, covering virtually all the states, performing plays and songs for over 2 lakh women, men and children, the *jathas* (caravans) converged in Jhansi.

These caravans were part of the *Samata* initiative, to recognize the tremendous contribution of women in the lit-

eracy movement: as volunteers, learners and *jatha* performers. There was clearly a need for women to develop their abilities and find space within the literacy movement, for them to emerge as leaders. There was also a need to place women's issue on the agenda of the literacy movement.

The four primary themes for *Samata* were identified as 'women and literacy', 'the girl child', 'women and work' and 'women and communalism'.

The arrival of *jathas* in most places was an event of considerable importance. "The *jathas* were welcomed with songs and dances, local traditional rituals and gifts. The hypnotic *been* (a musical instrument) in Haryana, the pounding *dhol* (percussion) in Punjab welcomed them.

In keeping with the spirit of volunteerism of the literacy movement, resources for the reception of the *jatha* and arrangements for the performance were raised locally. In Bilga, Punjab, the women's committee collected wheat and butter from the village. In Raikot, the tent owners did not charge any rent. As has been the tradition of the *jan gyan vigyan jathas*, contributions were sought from the audience. After one of the performances in Bihar, someone went to the extent of borrowing money in order to be able to contribute!

In the majority of places locally elected representatives and members of the administration were extremely supportive in terms of resources and assistance with arrangements. In village Kankwal Deoria in eastern UP, the *gram pradhan* (village

head) insisted that the *jatha* stay at his house." (as described in the *Samta Initiative*)

Government funding supports BGVS. The organization does not accept foreign funding. BGVS believes in the philosophy that if the administrative or operational costs can be met through local resource mobilization, more resources can be spared for programs. K K Krishnakumar, secretary BGVS, stated: "If you have ideas and if these ideas are implemented in such a way that people start realizing that they own the ideas, funds will not be a problem. A program has to become the peoples' program. They should have a feeling that it is they who own the program. This not only brings funds or resources; it brings new and fresh ideas that are very effective to run a program in that specific context. Hence, the program instead of being an organization's or government's program becomes peoples' program and they start running it. You only need to be there to give them some technical help or expertise."

Such participation of people also helps in understanding the complex nature of the problem of underdevelopment, since various such issues are inter-linked.

Kerala experience of resource mobilization

The story comes from the organization's 'Kerala experience' as a part of its literacy program. During the literacy campaign, those who were attending the

third primer complained that they were having problems while reading the book. On further investigation it was realized that the majority of the complainants were suffering from eye ailment that would require spectacles. The fact that before arranging for spectacles, eye check-up was also required compounded the problem. As the campaign was running all over Kerala, it was not possible to take all those who complained of eye problem to the hospitals.

Instead, BGVS called on doctors to volunteer. They organized training camps for teachers engaged in the literacy campaign. These teachers were trained to do eye check-ups. Subsequently, these teachers held eye check-up camps. Eye testing thus became another campaign along with the literacy campaign because eight lakhs of spectacles were required.

BGVS called individuals, government organizations, doctors and rotary club members. Each person used his or her own initiative. People were convinced about the gravity of the problem and used their creativity to generate resources. The organization was able to provide the required spectacles.

Conclusion: Lessons Learnt

Let it be peoples' own program

One has to make efforts to turn it into a peoples' movement. It also requires a sensitivity to understand the local customs, traditions and social dynamics as well. It also requires a personalized ap-

proach. "If I want to do a literacy program, I will look for a contact. Always more than one contact, as the society is very heterogeneous and such factors as caste and religion play a crucial role. It is also important that everyone participates. The program will need to be explained to the people in their own idiom. A second contact will have to follow the first contact. The second interaction normally, helps in evolving a core group of 5-6 persons. Once you have achieved this you draw the program. It is a multiplication process. If you are able to explain the program multiplies. You need a solid core of people who can coordinate, consolidate and direct the volunteerism," explains Krishnakumar.

Create an intense environment

People must understand why literacy is important. The negative implications of illiteracy should also be explained. BGVS organizes many cultural programs to spread the message. He says, "Even complex things, if explained through culture, make it easier for people to understand."

Definite approach

The campaign should be sufficiently visible. The entire area where the campaign is being launched should know and should get involved.

Volunteerism

Bring out the volunteerism in every individual. Make people understand that everybody has a role to play in the whole process. Volunteerism also needs constant upgrading, by making people feel that the program belongs to them and they will take over the program.

Every small contribution counts

Every contribution, however small or big has a meaning. So the BGVS collects all contributions in whatever form. "Food is the easiest thing to mobilize. During one of our campaign a village woman gave us one tomato. Or we would collect vegetables. Such contribution endorses our philosophy that the money that is being spent from top should be as less as possible," Krishnakumar.

Who can give

It is important to know who can contribute for the cause one is working for. One has also to know that how much they would be able to contribute. Even if contributions are small, one must appreciate the feeling and involvement of the donor. Those who mostly contribute for the BGVS programs are government employees—especially schoolteachers; BGVS sympathizers; businessmen—especially the shopkeepers; and unemployed youths (contribute time).

Let the people be your judge

Working with people requires winning their faith. Some people lack faith about NGO activities. "One should be prepared for such remarks as—Oh! You have come again—Who is going to the people and what credibility they have is an important criterion to decide about peoples' participation. People will understand by looking at your behavior. They will judge you," warns Krishnakumar.

One such incident happened with Rajasthan unit of BGVS. The unit was organizing a literacy training camp there. As is the usual practice, the villagers arranged the food and accommodation. At the same time, another NGO, which had a lot of money with it, also started its activities. The villagers fed 25 BGVS workers for seven days, and a competition even ensued amongst the villagers to feed them; workers of the other NGO were refused food and hospitality.

People should not see you as a source of money

The organizations that get funding are often seen as sources of money. "We told the government that your money spoils peoples' initiative. In our second visit of our programs we ask people how much money they can contribute to the program. One has to make such things very clear and to convince people that we are not the source of money. One such incident where people saw the government or NGO as a source of money, was the 'slab

latrines program' in Kerala. The government started distributing slab latrines to the villagers, which they did not put to proper use. When we asked why they were not being used properly, we were told that they were waiting for the government to give them money for making a pit and a shelter. The whole program started with a wrong notion. The purpose of such latrines was not explained to the people. And they got the idea that there is money in it," says Krishnakumar. Similarly, during the Orissa cyclone, large numbers of NGOs were flush with money. "All they needed was their name. Doling out money spoils people's initiative. One has to suffer like them," insists Krishnakumar.

Postscript

In the Indian context, where a large number of organizations are working in rural areas and find it hard to get funds either from government or funding agencies, local resource mobilization method adopted by BGVS is of special importance. A large number of rural based NGOs not only suffer from the distance from 'funding centers', they also lack the language, expertise and personal contacts that mostly determine the grants. Neither do they have the resources and experience to go for the modern fund raising techniques. ►

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Case 3

Charity Begins at Work

CHARITIES AIDS FOUNDATION AND CRY

DAMAYANTI BHATTACHARYA WITH MURRAY CULSHAW

Voluntary organizations need long-term commitment from donors and a regular predictable source of income. A few voluntary organizations in India have realized that one potential source is through donations from employees at the work place or, 'payroll giving' as it is popularly known in the West.

Just think about it for a moment. What is easier? Asking someone for Rs 1,200 (\$26. 6) for a charitable cause or asking a person for Rs 100 (\$2) per month. Obviously, it is the latter. That is why workplace fund raising or payroll giving is one of the simplest, cheapest and most effective ways for voluntary organizations to raise funds from the public. Since payroll giving is a relatively new (though exciting) phenomenon in India detailed information is not available. That is why this case includes examples from a number of organizations within India and refers to initiatives outside India.

The simplest description of payroll giving is that it is a means by which employees may contribute to a charity from their salary. It is usually introduced and implemented through support from the employer and allows individuals to literally 'give as they earn' as much, or as little

as they decide to contribute.

Once a decision is taken for a company or organization to participate, donors make voluntary, regular (usually monthly) donations to causes selected by them. The employer's involvement is limited to the initial decision of whether it wishes to introduce the scheme. Once a scheme is launched; employers promote it by encouraging employees to participate; handling the logistics of deducting specified amounts; and then ensuring that the money goes to the designated charity either directly or indirectly (through an intermediary agency).

The beauty of the system is its simplicity. It raises long-term income; new donors; raises the profile of organizations; helps gain new friends and supporters for a cause and creates a wide range of other fund raising opportunities. If 100 people in an organization donate Rs 100 (\$2) per month it totals to Rs 1,20,000 (\$2,666) per year. If a charity were to receive donations from only five such organizations it would have an annual income exceeding Rs 9,00,000 (\$20,000) in a year.

However, payroll giving is not just about raising money or donating to charity. It is more a philosophy of responsibility.

ity and commitment. Not only does it call for a new socially responsible corporate order but requires a long-term consistent, commitment from individuals.

History

One of the earliest initiatives came from the Charity Organizations Society founded in Denver, US, in 1887. They formed a 'Community Chest' where individuals made small weekly contributions from their salaries. For more than fifty years these community chests gained in popularity and spread across the country. In 1963, 30 such community chests and united fund organizations came together to form United Way Inc (UWI); a federation, which for long held a near monopoly on workplace fund raising in the US. Federal employees, however, could donate to causes through the Combined Federal Campaign (CFC), which was initiated by the US government in 1961.

The monopoly of UWI in workplace giving was challenged in 1976, when the National Committee for Responsive Philanthropy was formed to create what evolved later on as the Alternative Fund Movement (AFM) in the US. Alternative Funds are thus federations of non-UWI charities and currently number 208 and support more than 4,000 charities across the US. The key differences between the two are on issues of control and participation. AFM is more progressive and flexible not just in its functioning but also in terms of the causes its supports. For ex-

ample these include community organizations for African American, Hispanic, Asian American groups, gay/lesbian groups, women's groups, cultural organizations etc.

Another early starter was UK. In late 1890s one Effie Bentham a supporter of Dr Barnardo and his home for needy children (started 1866) had a dream, shortly after Dr Barnardo's death. In her dream she saw some workmen rescuing a drowning child. Thus inspired, she approached the bosses of several London companies, seeking a farthing from their employees towards the support of these needy children. Her scheme evolved and came to be known as the National Farthing League (NFL) and by the 1930s were making weekly collections all over UK. By 1986, prior to the introduction of the pre-tax scheme Barnardo's income from payroll giving schemes was approaching £5 million per annum and convincingly proved to the world that a single charity can develop a major part of its income from payroll giving.

Payroll Giving Today

Workplace giving is continuing to expand as a movement often with the help of professional recruiters employed by intermediary agencies or by individual voluntary organizations. Today, in the US payroll giving is a \$3 billion 'market'.

In 1997, AFM distributed an estimated \$144 million to member agencies or grantees, while taking in an

estimated \$179 million in total workplace revenues. UWI in the same year raised \$3,25 million and together, both raised over \$3.7 billion in donations and distributed an estimated \$3,14 billion to member agencies.

By 1999-2000 UWI had raised \$3.77 billion and with new players entering the market everyday, the possibilities for expansion seem limitless.

In UK pre-tax payroll giving schemes like 'Give as You Earn', a scheme developed by the Charities Aid Foundation was introduced as late as 1986. By 1997 however the system had gained in popularity to gather 470,000 donors in more than 5,300 companies supporting 8,000 charities with approximately \$240 million in contributions.

From 1992 'Give as You Earn' has spread from UK to USA, Russia, Bulgaria and South Africa. Their latest venture is in India where, two schemes are being developed in Delhi and Bangalore.

In India

For long, the only people who could donate to a cause directly from their workplace were government employees who donated during national calamities. For instance, in 1999, doctors and staff of Delhi's All India Institute of Medical Sciences, donated one day's salary (which totalled Rs 21,00,000 or \$46,000) to the Prime Minister's Relief Fund for the families of soldiers who died in the Kargil war.

Such donations though voluntary and enjoying tax benefits cannot strictly be considered as payroll giving since most are one-time donations and do not require a long-term commitment from its donors.

In India, payroll giving as a workable practice is still in its infancy. Interest in payroll giving developed amongst the voluntary sector partly because of a stimulating presentation by Usha Menon at a national fund raising workshop in September 1995. At that time she managed a successful community chest payroll scheme in Singapore.

The potential

Anyone in India who is employed could, in theory, donate to a good cause through his or her pay. There are 285.9 million employees in India today. In the last decade, especially with the entry of foreign multinationals, there has been enhanced interest amongst companies to demonstrate their 'caring and concern' for the communities in which they operate their businesses. This represents an enormous potential source of resources for the voluntary sector and some organizations have already taken the lead in exploring this hitherto largely unexplored fund raising opportunity.

Different versions

In the past year several versions of payroll giving have emerged. The experiences can be divided under several heads on the basis of the choice and flexibility

the donor offered.

- Organizations that raise resources to support their own activities

An organization with the necessary infrastructure and organizational ability can approach a corporate organization directly with a proposal to introduce payroll giving among its employees. In such a case employee's choice is limited as the decision to choose a particular 'good cause' to support rests with the management.

In India two national level voluntary organizations have initiated payroll giving for their own causes in this manner. They are Child Relief and You (CRY) and HelpAge India.

CRY acts largely as a link organization providing grassroot level child welfare organizations with much needed support and resources. In 1997, CRY supported 116 projects. Corporate involvement in CRY's effort has always been significant. Employee participation and involvement, till recently, have been under the matching gift schemes. For example, when the employees of Hewlett Packard in New Delhi jointly raised Rs 30,000 (\$666) towards the purchase of pullovers for a CRY supported project in Rajasthan and Uttar Pradesh the amount was matched by an equal donation from the company. In fact the company went a step further and donated an additional Rs 10,000 to meet the shortfall in total fund requirement of Rs 70,000 (\$1,555).

Today CRY sees a 'huge opportunity

in payroll giving, one which we intend to exploit fully'. Two pilot schemes have been initiated this year, one at SICOM (Mumbai) and the other at a software company Datamatics (Mumbai).

The scheme started with a presentation to the management and then to the employees. The fact that payroll giving is a largely unknown concept in India could have made the going uphill had it not been the formidable reputation CRY has made for itself. Even then its experience has been that although most people find payroll giving a good idea, for the scheme to succeed company involvement and backing at the initial stages is of critical importance. In the case of SICOM the presentation was attended not only by its staff but also by the company's managing director and its labor union leader. This showed the seriousness with which the company was considering the proposal. At the end of the presentation the managing director not only made a personal appeal to the employees urging them to participate, but also pledged a personal contribution of Rs 250 a month (\$5.5). In the end, all 70 employees pledged their participation for amounts ranging from Rs 25 to Rs 200 (\$0.45 to \$4.5) per month. The scheme is slated to be in operation for an initial period of one year.

- Intermediary organizations, which pass donations to selected voluntary organizations

Payroll giving can be introduced by an organization through an intermediary agency, fund raising for a number of chari-

ties. In this way greater choice is offered to donors who can choose from a basket of good causes. One such initiative is 'Give As You Earn'. The scheme was launched in India by the UK-based Charities Aid Foundation (CAF), in Bangalore and in Delhi.

CAF is a specialist financial services organization that seeks to increase the flow of financial resources to the voluntary sector worldwide. The Indian chapter launched the scheme in November 1998 in three organizations. From a total of 17 donors with an average donation of Rs 100 (\$2.2) per month, the scheme by March 2001 has expanded to 12 organizations with about 100 donors, while the average donation remains at Rs 100 per month.

In all cases there is an initial presentation by CAF staff to the management followed by a presentation to the staff. Although in UK the system of giving is broader based where a donor could support practically any charity, in India CAF identifies a limited number of organizations of established credibility; representing a range of social and developmental activity. In Bangalore the initial group was of 17 organizations.

Donors are provided with a 'choice form' and the selected list of organizations. A donor is allowed to choose up to three organizations and stipulates how their donation should be divided. The form is signed, in triplicate authorizing the accounts department to deduct the stipulated amount from the salary. The total

monthly deductions are sent to CAF who combine the donations from different companies and then sends the consolidated donations to the selected voluntary organizations once in three months (less 10 per cent administration charges, unless the company is willing to pay this.) CAF receives a copy of the signed choice form so they know which donor is supporting which organization. It passes this information on to the voluntary organization. Thereafter, financial matters continue through CAF but a direct link is made between the voluntary organization and the donor.

- An organization can raise funds from its own employees to support its own work

Voluntary contributions can be made by staff to a fund established by the company or organization to support their own work or an internal initiative of the organization. For instance, the staff of Paripurnata in Kolkata (a caring program for women who have been held in prison for mental illness) make a monthly donation to support their own work. This despite the fact that their own salaries are very low. It is symbolic of the commitment of the group to their own cause and helps boost their confidence in asking others to contribute. Another example, is a scheme run by the staff of Meenakshi Mission Hospital in Madurai. Its staff of about 1,000 makes a voluntary monthly donation of less than half a dollar to a common fund. The money is then utilized to provide mid-day meals to those patients

who cannot afford to pay. The staff also helps out in serving the food, further strengthening the caring nature of the hospital.

There are many variations of payroll giving, which are not yet present in India. For example, the employees of an organization can create a staff charity fund, which a small committee manages. The accumulated fund is then donated to voluntary organizations proposed by the staff themselves or distributed to causes, which have applied for support. In another variation of this, staff select a basket of (usually) five causes and the money collected is distributed equally among them. This is particularly helpful to those charities that are not so popular with donors.

The Future

The latest innovation that has the potential to fundamentally change workplace fund raising uses the power of Internet. In the not so distant future employees will be able to donate through their desktop to charities around the world.

Charitableway.com is one such initiative, which was launched in May 1999, in US. It has initiated a workplace-giving program that builds customized electronic workplace giving centers for companies. Employees can research from a central database of non-profit organizations; find causes that appeal to them; and then donate securely online. Such workplace-giving centers include:

- comprehensive and customized reporting
- personalized accounts for each employee
- multiple giving options
- technical support from Charitableway (24 hours a day, seven days a week)
- automated payroll deductions

There are several advantages to this system. It minimizes cost and streamlines the administration of the whole scheme by automating everything from payroll deductions to disbursing of funds and helps in maximizing employee participation. In the ultimate analysis it lowers the cost associated with raising, processing and distributing donations, so that more money ends up in the hands of charities.

Benefits

For voluntary organizations payroll giving is an attractive proposition as it provides opportunities to build long term relationships with donors, ensuring regular long-term income from a large number of individual donors. It generates a new range of donors with a new donor profile and multiple fund raising opportunities. However, to sustain donor interest the courtesy of an initial 'Thank-you' letter, at least one newsletter a year and a copy of a summarized annual report is essential. Donors may also be invited to events organized during the year.

The donor knows exactly which organization is receiving his or her money, gains the intangible 'feel good' factor and in most cases tax benefits. Besides, since the logistics of handling such donations is the responsibility of the accounts department of the company; it is an easy and convenient method of giving. The donor may be in a position to visit the organization and actually see what is going on.

For employers, staff morale improves as does team work (due to greater management and staff cooperation). Corporate social responsibility strengthens with their demonstration of heightened interest in the welfare of the communities in which they conduct their business. This in turn improves their image as a people friendly and caring organization.

Murray Culshaw, a fund raising advisor who assisted in setting up CAF's pilot schemes in Bangalore points out, "It is true that administration of the scheme, which effectively links the donor, intermediary agency and voluntary organizations, is a challenge. But, it is worth it because the scheme provides a regular, relatively predictable long-term flow of income. This makes payroll giving a very special system of giving indeed."

Retaining Donors

Following up with donors is as important as gaining them in the first place. It is this crucial factor that converts one-time donors to life long supporters of a cause. 'Thank you' letters should be sent

to all individual donors at the beginning of the scheme. These should be followed up with periodic reports on the progress of the organization.

Uma Sundar who has been a donor through CAF right from the days of its test launch pointed out a valuable lesson—She started out supporting three charities. After a year she decided that her monthly donation of Rs 250 (\$5.5) would be better utilized if it was given to one cause instead of being split into three. All three organizations had sent her an initial 'Thank you' letter, but she did not hear again for over 18 months from two of the organizations. One of them, however, kept regularly in touch sending her occasional newsletters. She obviously decided to continue with this organization saying that now she feels a 'sense of involvement'.

Even the language of communication is of vital importance as it sets the tone of the relationship with donors. Jacob, another payroll donor mentioned the two 'Thank you' letters he received when he first became a donor. One was warm and personal while the other was formal and distant. Over time Jacob has gravitated toward the first group with whom he 'can identify with'.

Over and above the minimum communication, regular contact can be maintained through e-mail or cultivated through personal contact. Fund raisers at CRY swear by this and say that they make—"every effort to ensure that a relationship once built, is not allowed to lapse and continues well beyond the initial pe-

riod of support”.

Annual reports of the organization should be sent to donors whenever possible. They keep donors informed about how funds are being utilized and improve the credibility of an organization in a donor's eye.

Special gestures of appreciation especially by the beneficiaries themselves go a long way in establishing an atmosphere of warmth and involvement in the relationship. CRY sends New Year greetings cards drawn by its project children to their donors. When it holds events, special invitation letters are often sent to them.

In the End

There is no doubt about the potential for payroll giving to provide significant resources to voluntary organizations. But a great deal of work has to be done to develop the concept and market it effectively so that volumes can grow to a sufficient size to make the system viable. ►

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Case 4

Action to Change Lives

CONCERN INDIA FOUNDATION

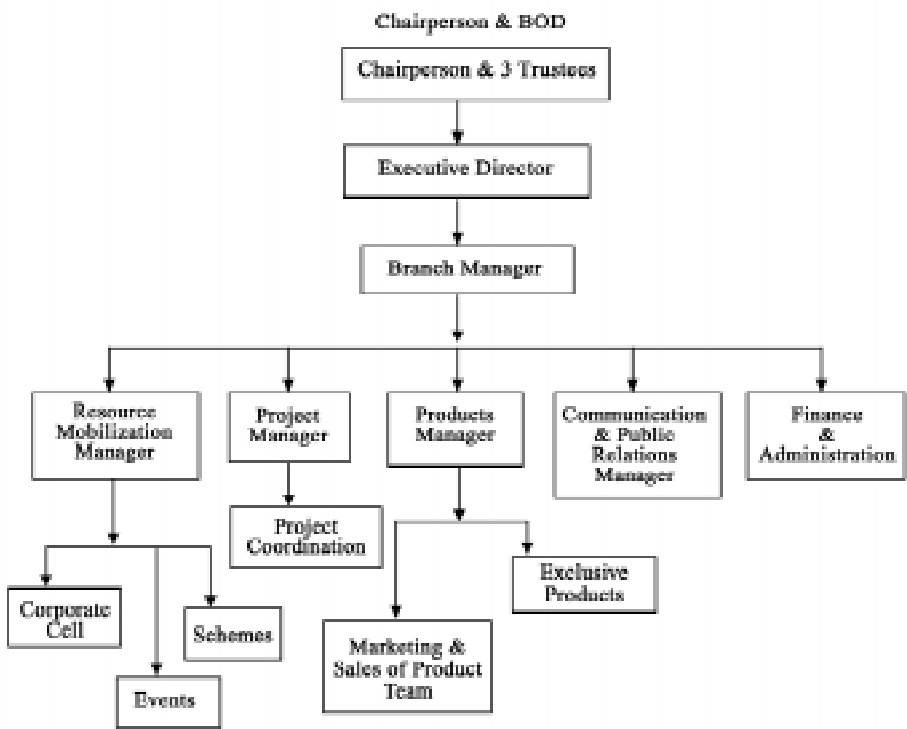
JASREET SIDHU MAHAL

There are individuals and organizations that directly work on issues and with disadvantaged sections of society. And then there are some individuals and organizations that contribute to the social development process by supporting such work and initiatives, through mobilizing and distributing the resources necessary for functioning. Concern India Founda-

tion (CIF) is the latter kind of catalyst in the social change process. It provides financial and non-financial help to NGOs who reach out to disadvantaged people.

Established in 1991 as a non-profit public charitable trust, The CIF head office is in Mumbai with branches in Delhi, Pune, Hyderabad, Bangalore and Calcutta. It supports over 100 develop-

Organizational Structure



ment-oriented organizations.

Organizational Structure

Trustees

Three trustees based in Mumbai head CIF. CIF has a bi-yearly board meeting where policy matters are decided. Decision making authority is decentralized in order to facilitate effective and dynamic functioning. Trustees are not directly involved in fund raising, but are receptive to new initiatives and supportive of activities undertaken. They also provide leads and contacts.

Personnel

The personnel of CIF can be broadly divided into two functions: fund raising and project support. The focus of the fund raising group is on developing schemes and avenues for mobilizing financial and non-financial resources. The project support team coordinates the projects that CIF is associated with. Their responsibility includes identifying potential projects that need support, understand their needs, monitoring and evaluating the aid.

In its fund raising staff, CIF looks for and nurtures traits such as strong communication skills, ability to think creatively and present oneself effectively, goal oriented and a strong belief in the work.

Each of the six branches of CIF has a resource mobilization manager and a products manager. The resource mobilization manager heads a team consisting

of a corporate department, schemes department and events department. The products manager's team is divided into general products and exclusive products. Most of the team members are professional with experience in sales, marketing and hospitality. CIF has an induction program, which focuses on the philosophy of the organization and its resource mobilization initiatives.

The personnel, as the implementers of plans and programs, are the most important resource of an organization. The activities of CIF are limited due to a high manpower turnover, especially in sales department. According to Kavita Shah, executive director, CIF, "The seasonal nature of our products, especially greeting cards, increases workload during certain periods and a lull at other times. Also, the remuneration offered by us cannot match the pay scales of the corporate sector."

Programs and Initiatives

CIF believes that the disadvantaged need an opportunity and not charity. It believes in 'Helping People Help Themselves'. And its key focus is on empowering the disadvantaged by using the given resources more efficiently.

It does not focus on any one particular segment of the disadvantaged but supports work with every disadvantaged person, including the following:

- Children: living in slums and on streets; orphans; children of commercial sex workers; children of migrant

laborers

- ▶ Women: destitute; living in slums; commercial sex workers
- ▶ Prisoners awaiting trial
- ▶ The disabled: mentally and physically
- ▶ The aged

CIF raises resources to support organizations working in the following areas of development: education, health, community development and environment.

Raising Resources

CIF envisages its role as that of a channel that taps resources to meet the needs and simultaneously creates avenues for increasing resource support in the future. The cycle is not restricted to a 'request' and a 'give' of funds, but it is a longer process of showing how that Rupee is spent and building a relationship for progressively increasing a Rupee to a higher denomination.

CIF seeks not merely financial resources, but help in the form of material (infrastructure, clothes, books), professional expertise, time and forum for forging further partnerships (awareness raising and friend building). Hence, its activities are not limited to fund raising but instead cover a broader arena of resource mobilization.

When CIF started operation, certain fund raising activities such as sale of greeting cards, special events, donation boxes were already associated with the social development sector. Hence, it was natural for CIF to incorporate these into its functioning (see table).

Funding sources that can be useful are broadly divided into two categories: corporate and individuals. The need and profile of each group is different, hence the strategy for each also differs.

CIF's Activities and Fund Raising						
Technique	Applicable	Important activities of CIF's fund raising strategy			Cost effectiveness of the method	
		Yes	No	Ranking on Importance	Effective	Not effective
Events	✓	✓		3	✓	
Collection boxes	✓	✓			✓	
Direct mail	✓		✓			✓
Raising money from youngsters & in schools	✓	✓		5	✓	
Advertising from support	✓			4	✓	
Trading	✓	✓		2	✓	
Corporate donations	✓	✓		1	✓	

Fund raiser	Corporate	Individual
Event	Sponsorship	Presence (buying tickets or product etc)
	Advertisement	
	Participation (buying tickets or product etc)	Awareness generation
Collection boxes	Sponsorship of cost	Donation
	Placement (e.g. shops)	
Direct mail	Introduction and awareness	Awareness
		Soliciting support
Advertising	Sponsorship	Awareness generation
	Cause related marketing	Support to other techniques
	Souvenir advertisements	
Products	Sponsorship	Buying – greeting cards
	Buying (greeting cards, stationary, corporate gifts)	Awareness generation
	Awareness generation	
Donations	Project – donor match	Sponsorship to a cause
	Contribution to corpus fund	General donation
	Material support – in-kind (self product or other articles)	Material support

Corporate support

Mobilizing the support of the corporate sector requires:

- ▀ Concentration of resources
- ▀ Approach for a larger amount
- ▀ A professional approach
- ▀ Giving oriented towards results than charity
- ▀ Support either for a specific project/ cause or general
- ▀ A growing recognition of corporate social responsibility and the potential linkages to business (company image, cause related marketing of product).

The corporate sector provides a major percentage of resources (approx. 75 per cent), in the form of event sponsorships, project sponsorships, purchase of cards

and other products and advertisements in the souvenir. CIF works closely with many companies like Tupperware, HSBC, Standard Chartered, American Express, etc.

In CIF's experience the corporations initially prefer give project-specific donations but gradually open up to give general donations.

Project donor match

CIF helps companies in identifying a cause or project related to their social philosophy that they would like to support. It also ensures proper utilization of funds through monitoring and evaluation. It allocates 15 per cent of the project cost to this and provides reports of the same to the companies.

MATERIAL ASSISTANCE

Besides financial donation, many NGOs are in need of non-financial assistance such as furniture and office equipment, craft material, clothes, toys, medicines and food items.

Every NGO has specific needs. If you have any surplus items or items you no longer require, do give them to those in need.

All material should be sent by courier/ registered parcel to the concerned NGO.

Persistence is the key

CIF realizes that it is difficult to get an appointment with corporates. The staff has to persistently call in order to get an appointment with the relevant person. According to CIF, "A professional approach reflecting commitment, accountability, creativity, relevance to the company and continuous follow-up is integral to a successful partnership with the corporate sector."

Products

The greeting card was one of CIF's initial fund raising techniques. Initiated by the Mumbai office in 1991, it was later adopted by the Delhi branch in 1992. Every year CIF produces an exclusive range of greeting cards and other stationery products. It also undertakes designing and printing of Diwali and Christmas greeting cards and calendars for corporate customers. Returns from the sale of greeting cards constitute approximately 30 per cent of the total funds raised.

Every year, the products department sets a target for both the sale of the cards and total profit. Once the targets are set, the orders are placed with the Mumbai office, which is responsible for the supply of cards. During the season (August-December) three print runs take place. The first two print runs usually have the main orders and the third run is usually in case of an emergency (last minute) order.

In the 1999-2000 sale of cards by the Delhi branch, the greeting cards team could not achieve the sales target, but the profit target was nearly achieved, because the CIF Delhi team could sell cards without giving too much of a discount and also placed a smaller order (based on their past experience) thus avoiding paying for dead stock.

1997 saw the maximum sale of cards through the two distributors. But subsequently one of the distributors became an exclusive distributor of Archie's¹. Since then CIF has not been able to tap a good and willing distributor.

The three main ways of marketing greeting cards have been:

- ▶ Direct to the client
- ▶ Distributor
- ▶ Retailers and agents

CIF also has a card catalogue, which is usually sponsored.

The sale of greeting cards is a seasonal activity and considering the availability of the large range of cards from other organizations, it is also a highly com-

petitive area. The value of these cards is not only in the financial return but also as a means of awareness generation. Though the investment required is relatively low, the gestation period is long.

As its association with the corporate sector grew, CIF realized the potential of building a larger range of products. The exclusive products department was recently established to approach this sector with items for gifts and in-house usage (e.g. diaries and calendars). The bulk orders of these items not only provide lump sum profits but also reduce investment costs. This department must constantly keep identifying attractive gift items and sources of supply that balance quality, quantity and cost requirements. CIF's client list includes Airfreight Ltd. (DHL), Standard Chartered Bank, ICICI, Eastman Chemicals, Coca Cola, Aditya Birla Group and German Embassy and GE Capital. In a recent business conference of the GE Capital in Delhi, CIF supplied small gift items, attractively packaged in boxes and carrying a small write-up on CIF and the gift.

All branches of CIF have a product manager under whom a few marketing and sales personnel are employed. This team is divided between regular products and exclusive products for corporates. CIF has a catalogue of specially selected range of greeting cards available on-line with an online order form for receiving orders. Approximately 18 to 20 per cent funds are raised through the sale of greeting cards.

Donation boxes

CIF's donation boxes are installed at various shops and banks. Initially, the percentage of funds raised through these boxes was very low. The CIF resource mobilization team realized that this was because the slit on the donation box, for putting in money, allowed only coins to go in. These donation boxes have now been replaced with another version after an intense deliberation on its appearance, dimensions and most importantly the capacity to receive the biggest and bulkiest denomination of currency. Bharat Petro Chemicals Ltd sponsored the new 150 boxes.

There are 40-50 boxes in various shops and restaurants in south and central Delhi, near the organization's office, in order to limit the travel time and transportation expenses. The criteria for choosing a venue are the extent of visitor traffic and the profile of the clientele. The CIF representative approaches the concerned

The cashier of a store in Mumbai, where a donation box had been placed, used to take out money from the donation box whenever he needed the change to pay to a customer. He would then later replace the amount. The lock on the box wasn't very helpful, since he had mastered the art of tilting the box to let the coins slip out. Apart from the concern for the security and accountability of the donation, this practice was also leading to a negative impression on the customers who witnessed it.

person at the potential venue and makes a presentation on their work and the objective behind the request for placing the donation box. The donation boxes are normally kept close to the cashier's desk, but if due to any reason this is not possible, then an alternative place with high visibility and movement is chosen.

Every three months the staff from CIF collects the donation boxes and empties the contents at the office. At present approximately Rs 8,000 gets collected in three months from these boxes. The best period is between Diwali and Christmas and New Year. The maximum amount of collection is at Shoppers Stop, a shopping mall, where the donation boxes are located at all floors. A receipt of the amount collected in each box is sent to the respective shop or restaurant. In any venue without a positive response for a long period, the donation box is withdrawn.

An innovative design of a donation box is the 'Wishing Well', in the Holiday Inn, Mumbai. The donation box is in the shape of a well, made out of wood. The children from one of CIF's partner organization painted the well. It attracts substantial donations during the Christmas season.

There are three staff members responsible for donation boxes. These boxes are regularly collected from the outlets and then emptied in the CIF office. About 10-15 per cent of CIF's total funds come from these boxes.

Direct approach

Initially, CIF tried to raise funds through sending direct mailers. Its response was very low and the investment in terms of both time and money was comparatively high. It decided to discontinue with direct mailers. Only the Mumbai branch invites donations through mailers but that also on a small scale. "One of the reasons that direct mail was not a success was the large number of categories (children, women, prisoners, education, etc.) that our mailers solicit support for. This usually confuses people as they may prefer to give it to an organization that is working in a specific area of development," explains Shah.

CIF built a database of professionals from various directories (e.g. telephone directory, yellow pages, associations), references received during meetings and from the list of participants in events (visitors' book). CIF staff makes telephone calls to these professionals, to introduce CIF and request for an appointment to share more information and address their concerns. Cold calling (calling without asking for resources) is also regularly done to follow-up on an earlier call and to build relationships. The costs incurred in this process are telephone and conveyance bills of staff.

Event management

CIF undertakes two kinds of events: special events organized by itself and events organized with others.

CIF organizes one major event every

year. Apart from this there are other smaller events. One mega event was the Bombay Art Auction, aimed at the revival of art and culture in different schools. Children participated in a painting competition organized with the support from a company dealing in painting equipment. The children made 87 paintings, framed with the help from the company and later put up for auction. Of the 87 paintings, 66 paintings were sold. Besides the revenue, the event resulted in additional benefits like raising awareness and an asset in future fund raising.

Events organized by companies or groups are enriched through their association with a good cause. The organizers of these events announce their affiliation to the cause by making it in aid of CIF. CIF receives part of the proceeds. Information on CIF work is publicized. This kind of event requires minimal effort on CIF's part. The major focus is on identifying the possibility, building the partnership with the organizer and exploring ways of making the most effective use of opportunities.

In organizing events, CIF realized that publicity is a key factor for making an event a success or a failure. According to CIF, "It is always the media that builds up the interest of the people or gives an organization a negative profile. Even if the event itself is not such a success at least the people get to hear about it and it is linked to future events."

Tiranga, a classical concert held for raising funds was a failure as there was no

money for creating publicity for the event. CIF strongly believes in working within their budgets and does not spend on something for which it does not have sponsorship or budget. The cost-return ratio of each event varies based on the level of sponsorship, event, public response and time spent on organizing it. Some planned events of CIF were cancelled because of lack of sponsors.

An important aspect of events is the spin-off. For example, CIF has been regularly publishing souvenirs in which companies and individuals are encouraged to advertise. These not only cover the costs but also provide additional income.

Exploring events

CIF's efforts to build up a corpus fund have not yet yielded the desired results. Shah feels that the corporate and individual donors prefer to give donations for immediate consumption (something which would be of some value immediately) rather than for a future item. Also, they prefer to give specific cause related donations, such as for children or women's issues.

Volunteer groups

This is an unexplored area of resource mobilization for CIF. Though it is open to volunteers, the only ones it has are employees of CIF who are either working with some other organization or are free. Difficulty in ensuring accountability is also one of the main reasons for its hesita-

tion in actively pursuing volunteers.

Regular and prompt communication is one of the factors facilitating a strong donor base. There is a systematic donor follow-up process followed by CIF. Whether a donor gives Rs 100 or sponsors a project, they all get a thank you note and annual newsletters. Similarly, in accordance with its philosophy of optimum and accountable utilization of donations, it sends reports to concerned donors and project visits are also arranged.

In its quest to raise more resources for the social development initiatives, CIF is committed to exploring more sustainable avenues of resource creation and allocation. It is building its own capacities to address the donors' concerns and provide need-based services.

Conclusion

In planning for the next few years, CIF wondered to what extent a comprehensive strategic plan that looked at the advantages and disadvantages of all the different methods would yield better results. Each individual method worked to some extent, but CIF thought that a better strategy and structure would optimize its fund raising work. ►

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Notes

- 1 Archies is a private company specializing in cards and gift items.

Case 5

Concern for Children

CRY

JASREET SIDHU MAHAL

CRY, a national organization, is a channel for effectively transferring resources committed to a better tomorrow for children bereft of options, opportunities and conditions conducive to growth. This case study on CRY's efforts at resource mobilization, is a compilation of extracts from CRY's annual reports, brochures, Anupama Kochar's book titled 'Corporate Fund-Raising Made Easy—Learning from the Success of CRY'; case study featured in the Foundation Building Sourcebook: A Practitioners Guide Based on Experience in Africa, Asia and Latin America; and discussions with Prassana, a management consultant who had been associated with CRY for almost 2 years.

7 x 7x You = Infinity

In 1979, seven young individuals in Mumbai met and gave Rs 7 each in an attempt to make a difference in the lives of deprived children. Rippan Kapur, the facilitator in bringing together this shared concern, wanted to go beyond his professional responsibilities and through personal initiative do something for the most vulnerable section of society—children. CRY registered as a trust, working from

Rippan's dinning table (serving as an office). CRY, in the year 1999-2000 grew to 218 full-time employees based across five locations and 110,000 supporters (individuals and corporate) from India and overseas. In 1999-2000, CRY partnered with 252 development organizations and 60 Fellows by extending financial resources to the tune of Rs 12 crore.

Its founders visualized CRY as a catalyst in the process of change—not an implementing but a support agency collecting and providing the necessary resources to enable the effective functioning of child welfare initiatives. It thus channels the concern, goodwill, time, money and skill of individuals and corporations towards child development initiatives run by committed organizations and individuals. Its work can be broadly classified as: resource mobilization; resource dissemination; and enhancing focus on children's rights through awareness generation, networking and influencing state policy.

CRY is an independent Indian charitable trust working with organizations and individuals for the Indian child. CRY's mission statement, formalized in 1989 that states: "To enable people to take responsibility for the situation of the de-

Multiple Dimensions of CRY's Work				
WHO	WHAT	HOW	THROUGH	CRY'S ROLE
CHILD	<ul style="list-style-type: none"> Rights to - Survival - Development - Protection - Participation 	<ul style="list-style-type: none"> • Direct Action with children • Community mobilization • Policy implementation 	<ul style="list-style-type: none"> • Fellows • Projects • Resource Organisations • Nodal agencies 	<ul style="list-style-type: none"> • Financial Support • Capacity Building <ul style="list-style-type: none"> - Organisation building - Programme development - Training - Perspective building - Child Rights - Accountability • Model building • Development sector standards
STATE	<ul style="list-style-type: none"> • Policy formulation/implementation • Legal reform 	<ul style="list-style-type: none"> • Partnerships with government • Advocacy 	<ul style="list-style-type: none"> • Alliances • Think tanks • Media 	<ul style="list-style-type: none"> • Financial Support • Documentation • Research • Publication • Networking
PUBLIC	<ul style="list-style-type: none"> • Awareness • Sensitisation • Action 	<ul style="list-style-type: none"> • Financial & material support • Volunteerism • Advocacy 	<ul style="list-style-type: none"> • Individuals • Organisations • Institutions • Privileged youth • Media 	<ul style="list-style-type: none"> • Information • Motivation • Access, Linkages

prived Indian child, and to motivate them to confront the situation through collective action, thereby giving the child and themselves an opportunity to realize their full potential.”

“CRY’s ‘Indian’ character, its decision to raise resources primarily from within India and works for Indian children appear to have struck a chord among its supporters. Indian corporate houses are, by and large, receptive to CRY’s appeals for help. And multinational companies with a business presence in India are often keen to demonstrate that they have a ‘caring’ facet in addition to their economic one. Therefore, they generally tend to respond

favorably to CRY’s call for support.”¹ CRY highlights its Indian character in its public image and reiterates it through the designs on its products (the Indian motifs and styles on cards etc), events and in its information material. An in-house newsletter ‘CRY in Action’ keeps donor abreast of recent developments and is mailed out thrice a year.

Organizational Structure

CRY is structured as a matrix with both, regional and functional heads reporting to the chief executive. The board of trustees oversees overall functioning of the organization.

Resources Raised and their Usage

Resources Raised	
Year	Resources raised (Rs in Lakhs)
1991-92	253
1992-93	335
1995-96	799
1996-97	1180
1997-98	1327
1998-99	1572
1999-2000	
12 months	1841
15 months	2021

Percentage Composition of Income Raised

Percentage Composition of Income Raised						
Year	Income from Products (%)	Individual donations (%)	Corporate donations (%)	Donation's to Cry's corpus (%)	Interest & Dividend (%)	Others (%)
1992-93	39.3	38.4 ⁱ		16.9	5.4	
1997-98	21 ⁱⁱ	35	9	23	9	3
1998-99	33	44	15	2		6
1999-00	27.7	44.6 ⁱⁱⁱ	12.5			15.2 ^{iv}

1 The donations include total donation. There has been no classification into individual and corporate donations.

2 "The product income decreased by Rs 16 lakhs from 1996-97 due to the economic conditions discouraging spending on greeting cards etc." (Annual Report, 1997-98)

3 Includes individuals in India and from U.S.A

4 Includes other overseas donations (Rs 1.8 crore) and others (Rs 1crore).

Sources and Utilization of Funds for every Rs 100

Sources and Utilization of Funds for every Rs 100		
Item	Percentage income	Percentage Cost
Product Sales	28	
Manufacturing & marketing cost		23
Donation Income	67	
Marketing Cost		9
Other Income	5	
Total Income	100	
Total Cost of Generating Income		32
Net Income	68	
Establishment Cost		7
Deployable Resources	61	
Deployment to Initiatives		65
Monitoring & Evaluation Cost		6
Awareness Building		1
Surplus/Deficit	-11	

Strategy

With no seed capital, the focus in CRY from its very inception was on raising resources. The supporters of CRY are individuals, corporate sector, Government and International Organizations. CRY understands that the form and means of the participation or support will vary not only between the categories but also within a category due to differences in policy, conditions, circumstances and beliefs. By having a cross-section of levels of giving and types of activities, CRY created a network of contributors from various economic classes and professional backgrounds.

In 1995, CRY structured its fund raising divisions into 'Corporate Partnership' and 'Individual Partnership' in order to

focus on the two chief categories of donors. Corporate Partnership is facilitated through purchase of products; sponsorship of event, donation to CRY or to a CRY supported project, cause-related marketing or the pledging of the sale of a particular product. Individual partnership is motivated through direct mail, advertisements and volunteer efforts. Of these methods, direct mail is by far the most significant.

Programs and Initiatives

Events

Local or national and big or small, events are CRY's medium for reaching out to people and corporate houses with information on children's rights, its mission,

the activities undertaken and the need.

“...What really made a national impact was an event called Art for CRY. Held in 1988 to mark CRY’s tenth anniversary, ‘Art for CRY’ was CRY’s magnum opus. It was the largest ever exhibition of contemporary Indian art, a landmark event that attracted nationwide media attention. One hundred and forty-four leading Indian artists donated 180 pieces (paintings and sculpture) to the exhibition, which traveled to Mumbai, New Delhi, Calcutta and Bangalore. The Tata Group of Companies underwrote the exhibition expenses itself, while several hundred companies, big and small, sponsored pages in supporting publications. A total of Rs 36 lakhs was raised through the sale of exhibits, sponsorships and the sale of related publications.

‘Art for CRY’ united artists, professionals, individuals and companies to the cause. It made news in all the national media, bringing visibility to CRY and its work on a national platform. Not only did it prove invaluable as a major source of revenue itself, the spin-off in terms of enhanced publicity for CRY and the impact on its other fund-raising initiatives was dramatic. Card sales soared by 50 per cent from 2 million units in 1990 to almost 3 million units in 1991, and then on to 4.2million units in 1992. Likewise, donations (in cash or kind), which stood at Rs 20 lakh in 1990, jumped to over Rs 51 lakh in 1991, and further to Rs 109 lakh in 1992. ‘Art for CRY’ thus became a

major watershed, from where CRY’s fund-raising took a quantum leap forward.”⁶

Events at CRY can be broadly categorized as those organized by CRY and others where CRY is associated with the event organized by a third party (corporate or individual). The second form of event may be part of a cause-related marketing activity by a company. With the growing confidence in CRY’s initiative, such partnerships have been increasing.

Direct mail

“In 1993, CRY started soliciting contributions from individuals through direct mail. Direct mail was not a common approach in India at that time. Through a bilateral agreement between the Indian government and Norway, CRY received technical assistance from the Stromme Memorial Foundation (SMF) (a Norwegian foundation that seeks to increase local fund raising capacity in Africa and Asia) to create a direct mail program relevant to local conditions in India. CRY decided to try direct mail because it wanted to increase the scale of its child sponsorship program.

SMF trained CRY’s staff to design, plan, budget, execute, monitor and evaluate direct mail fund raising campaigns. CRY also received assistance in designing its back office operations and using donation-processing software. SMF staff visited CRY regularly to evaluate and assist its efforts.

Direct mail material was designed by

professional agencies, which donated their services at CRY's request. CRY found that many companies and organizations that had been providing it with support in the past— such as banks, clubs and airlines— were happy to share their mailing lists.

The following is an example of an insert in one of CRY's direct mail appeals. In large type on the mailing envelope, the question is posed: "What does bonded labour feel like?" Inside the envelope are a letter, a return envelope, a donation card, and on top, a slip of paper upon which is mounted an actual sample of sandpaper and a response to the above question. The caption underneath the sandpaper says 'Touch this' followed by 'Now imagine this is your hand'; 'And you are only nine'. The appeal attempts to make a direct link between its and the reader. It does this by communicating what CRY does and how the reader can get involved.

Once an individual has contributed, CRY encourages them to continue donating through regular update, feedback on its program and regular appeals. In CRY's experience, the success of this approach is related to building a good mailing list that targets people with expressed and potential interest in assisting children, as well as regular communications with its supporters. To increase and strengthen its mailing list, CRY also asks contributors for names and addresses of those who would be interested in CRY's programs.

The estimated receipt from direct mail donors for the first year's efforts (1993-94) was Rs 4.7 million (about US

\$150,000) out of a total of donations from individuals of Rs 17.74 million (about US \$565,000).⁷

"Our dialogue with our individual partners across the country is mainly sustained through direct mail. This is not only used as a way of enabling donors to renew their support and getting new supporters, but is an avenue for sharing our work experiences with our supporters. To enable this activity we try to resource mailing lists from corporate organizations and associations. Last year Business India and Inside Outside shared their subscriber database with us while Hutchison Max mailed our appeals to 50,000 of their customers. We have found this methodology to be a cost effective way of reaching out to more people and sustaining the momentum of the Individual Partnership division."⁸

Like international development agencies before it, CRY recognized the potential of direct mail as a means to advocate its cause and therefore its efficacy as a fund raising tool (especially among individuals). By 1995, the operations of the direct mail cell grew sufficiently to justify its decentralization to CRY's other branches. CRY bought a lot of mailing lists and direct mail now accounts for 35 per cent of its revenue.

"The 'You' in CRY

Rippan Kapur once said, "The responsibility for change lies within us all. CRY therefore enables people to take re-

sponsibility whether by contributing money, time, professional expertise, energy, materials or simply moral support. Here are several ways in which you as an individual or corporate house can partner CRY's work."

- ▶ Buy CRY cards—a simple and effective way to participate in this movement for children's freedom. Every CRY card bought, sent and received by you spreads the message of hope for deprived Indian children.
- ▶ Sponsor the education and healthcare of children
- ▶ Support a physically or mentally challenged child.
- ▶ Support a balwadi, a teacher, a health worker, a non-formal education center.
- ▶ Build a partnership between your organization and CRY, through our Adopt-a-Project initiative, or by creating a Cause-Related Marketing Scheme.
- ▶ Join CRY's Payroll Giving Scheme.
- ▶ Donate to CRY Materials Bank in Delhi and Mumbai.
- ▶ Contribute to CRY's corpus.
- ▶ Offer your professional expertise, skills and time.
- ▶ Underwrite CRY administrative expenses.
- ▶ Provide mailing lists.
- ▶ Help us get in touch with other organization's that would like to support CRY."

CRY products

CRY entered the greeting cards market in 1980 as a platform for reaching out to people, mobilizing resources and also establishing its presence as a committed and accountable foundation. Cards were a step forward in providing a tangible return for people's support. It was especially relevant and useful in accessing the corporate sector, where there were inhibitions of parting with resources for free. Also, CRY felt the need for alternative and constant source of income. "Products provided a base for CRY to establish long-term relationships with its customers."⁹

The products division started with the manufacture and sale of greeting cards for the festive season. In 1980, with just two designs—one each for Diwali and Christmas—and with the trustees selling cards to companies during their lunch breaks, a total of 30,000 cards were sold. In 1996-97, cards sales exceeded 6 million units, with the catalogue featuring over 50 card designs reflecting both contemporary and classical Indian art.

Desk calendars were launched in 1985, a second lower-priced range of cards was launched in 1987 and an exclusive premier-priced range of cards was introduced in 1994. Apart from these there are seasonal products such as wall calendars, telephone and address books, stationary, art prints etc.

*"How a free market economy
can free....*

In the year 1997-98 we raised Rs 547 lakhs through sale of 53 lakhs card and other products. And made at least twice that number of people aware (for every product bought and received) that there are millions of Indian children deprived of access to basic education and health care. In fact, an undercurrent of this awareness is embodied in the very process that goes into the making of a CRY card. The actions of several motivated people link to form the chain of goodwill necessary to bring a CRY card home to you. Production of the CRY card is one job done, letting people know about it is the other. While sponsored advertisements do give a boost to product sales, it is the CRY product catalogue that remains our most persuasive salesperson. Every year our product catalogue helps us raise resources from hundreds of individuals and corporate houses. Effective production and mailing of the catalogue is expensive, which is why we make a concerted effort to get support in this area. In the year 1997-98, HDFC and ICICI made a valuable contribution to our work by sponsoring a total amount of Rs 7 lakhs that covered the entire costs for printing and mailing the catalogue. A late addition to our catalogue last year was the 'Vande Mataram' cards. Bharat Bala Productions (the people who filmed A.R.Rahman's 'Vande Mataram'.) donated the design, using an abstract version of the Indian tricolor painting by Thota Tharani. Giv-

ing us the rights to use the same was their way of saluting 50 years of Indian Independence."¹⁰

CRY products are also marketed through a committed sales team and retail outlets. The catalogue is available online and orders for the cards can be placed from the CRY website. Product volume discounts are fixed and non-negotiable. In 1999-2000, income generated from the sales of paper products stagnated at around Rs 5 crore because of "The increased competitiveness of the market for our paper products—greeting cards, calendars and diaries—coupled with our inability to invest significant sums in promoting these."¹¹

The product income tends to be largely concentrated in the October-March period, while expenses tend to be more evenly spread out throughout the year. The seasonal nature of these products, results in an income-expenditure mismatch. According to Prassana, "This results in blocking of capital." Also he feels that such a market intensive activity needs large investments of time, money, infrastructure¹² and personnel. Considering the complex and demanding nature of work of non-profit organization's, the possibility of expanding the products business for substantial returns are limited. He suggested that in an era of specialization, feasible and economically viable alternatives like strategic partnership with existing companies would enhance the net returns.

Education Sponsorship Scheme

To realize its mission of increasingly involving individuals in the response to the issue, CRY had to understand the character of the various segments of Indian population—its psyche and potential. Viable options of support had to be devised. In 1984, the Education Sponsorship Scheme (ESS) was launched to tap all levels of giving—from a nominal denomination to higher levels of contribution. Initially contribution of Rs 10 were solicited in order to make donating affordable and convenient for individuals from varied income groups. Currently, wider options are provided for reaching out to a larger cross section of people. The choices available are:

- ▶ One year of education:
Rs 3000 for 5 children; Rs 1200 for 2 children; Rs 600 for 1 child; and the multiples
- ▶ One year of education and health:
Rs 5000 for 5 children; Rs 2000 for 2 children; Rs 1000 for 1 child; and the multiples

Materials Bank

The Materials Bank was first set up in Delhi in 1991 and later started in Mumbai in 1997. It is a channel for sourcing material support from manufacturers, suppliers, households and distributing it to projects in need. It provides an opportunity for people and companies who would rather make donations 'in kind'

THE MAKING OF A CRY CARD

- Private and corporate art collectors, artists, museums and designers contribute reproduction rights, free of charge of works of classical and contemporary Indian art.
- Leading photographers and studios lend their contributions to the artworks either at cost or free of charge.
- Once the cards go into production, the printing industry steps in. Paper suppliers, processors and printers offer their services at specially subsidized low rates to CRY. Donated packaging material (discarded cartons contributed by companies, donations of corrugated boxes and rolls by manufacturers of these items, etc) is then used for packaging, and the cards are ready for dispatch.
- Marketing and sales promotion requires the printing and mailing of a catalogue, and publicity through advertisements and hoardings. Advertising agencies, hoarding contractors and corporate sponsors contribute their mite, mostly free of charge.
- To ensure the timely distribution of stocks, invoices and indents between the various CRY branch offices at, needless to say, special CRY rates.
- Government intervention is sought in the form of sales-tax exemptions in the states where CRY cards are sold, and for customs-duty exemption when paper is imported for their manufacture.
- Companies and individuals now buy the cards for the festive season.

Source: 'Corporate Fund Raising Made Easy- Learning from the success of CRY', Anupama Kochar, 2000NGO.

than by cash. The Bank accepts new or used material that is in good condition. The materials range from educational material (books, toys, games), garments and first-aid kits to raw material for community income generation activities like tailoring, book binding etc. This material is provided to the organization at a nominal amount (8-10 per cent of the market value) in order to provide value to the item and also in respect of their ability. Items received by the Bank that are in excess or not currently needed by the projects (e.g., gift items, dinner sets) are sold at subsidized prices to generate resources for the required materials. In 1997-98, Rs 1.85 lakhs was raised and the Bank disbursed products worth approximately Rs 11 lakhs.

*CRY in partnership with
the corporate sector¹³*

Corporate support gradually moved from one time charitable giving to a more long-term relationship based on a perception of mutual relevance and benefit, a trend from charity to social investment. In 1987, CRY launched its corporate scheme specifically targeted at soliciting donations from corporate houses. Called the Child Development Fund, it sought contributions to CRY's corpus. Innovative partnerships are going beyond cash donation to issue affiliation. The corporate partnership with CRY takes different forms, such as:

► **In-kind contributions**

Contributions in kind can be in the form of stock-in-trade or used furniture and equipment. A company can give the product that it manufactures to CRY for a specific need. For example, CRY received its first computer from Hindustan Computers Limited, paint from Asian Paints, and fax machines from Global Telesystems. Companies are approached based on the kind of need. Sometimes companies themselves approach CRY with certain quantities of their product— fabric, educational material, medicines, toys and games etc.

Used goods and equipment are also donated, especially when the company is planning to replace these. TELCO contributed a second-hand delivery van in 1995 (valued at Rs 2 lakhs), Godrej donated a sparingly used refrigerator, typewriters, fans and a second-hand safe.

► **Sponsorship**

Companies are approached to sponsor and participate in events and to sponsor CRY's operating costs. These items of expenditure range from advertisements, catalogue designing and printing, training of personnel, travel etc.

► **Cause related marketing/joint promotions**

Product marketing linked to a cause is beneficial to both the company and CRY. CRY lends its name or presence in promoting the company's product and in turn receives a financial contribution (a percentage of the sales proceed) and public-

ity. The marketing tie up may involve: (1) a company providing CRY with a platform to promote its cause, without any direct financial participation on the company's part; (2) a manufacturer decides to donate a fixed amount of money for every unit of product sold or a company pledges a percentage of its sales proceeds; and (3) a promotion to provide a one time thrust to a new product launch.

One example was the tie up between Cadbury Schweppes Beverages and CRY, for the launch of the orange flavored drink 'Crush'. In keeping with the flavor of the drink, the launch was planned around the theme of oranges. The publicity campaign was built around the caption 'Mumbai goes Orange'. On the 7th and 8th of March 1997, a free glass of Crush was offered in exchange for an orange at 60 select outlets all over the city. The hoardings, newspaper advertisements and spots on radio and television announced the company's intention of donating all oranges received to CRY for disbursement to various children's organizations in the city. The public response to the promotion was tremendous. People reached the various outlets to donate oranges, sometimes a dozen or more, while accepting only a glass or two of Crush in return. After two days there was a deluge of oranges. Cadbury Schweppes sold them and the money raised (Rs 2.5 lakhs) was handed over to CRY.

► **Adopt a project**

This scheme links a company with a project working in its specified area of interest. The company may sponsor the

entire project or its components. This form of support enhances direct participation in the development process.

► **Extending company facilities**

Corporate support in the form of sharing its facilities with CRY enables access to opportunities that would have otherwise been difficult or expensive. Some examples are:

- **Training:** Clarion Advertising provided a month-long on-the-job training as an account executive to a member of CRY's communication division in Mumbai. Hindustan Lever Limited assigned a marketing manager to conduct a training session with CRY's resource executives.
- **Company premises:** Surplus space available with a company is offered to CRY for its operation or to meet a particular need. CRY is a long-term beneficiary of this form of support. The KC Shroff Charitable Trust of Excel Industries provided 1600 sq. ft of rent free storage space for CRY products on the company's premises in Mumbai. The slum wing of the Delhi Development Authority extended two floors of its premises in South Delhi to CRY at a subsidized rent. The J&J Nursing Association has shared its premises with CRY, for conducting its workshops and meetings, at a nominal rent.

► **Employee involvement and matching gift scheme**

A company is a platform for reaching out to and mobilizing the support of individuals working with it. A matching gift scheme bonds the contribution of employees and the company. In this scheme, a company pledges a matching donation to that made by the employees. The contribution by the employees could be in the form of cash donations or volunteering.

The payroll-giving scheme (called 'Free-a-child Scheme') for employees is another convenient form of making small and regular contributions that can make a big difference. It involves committing a small part of one's monthly salary (it could be even Rs 10) to CRY for the entire year. CRY's first partner in this effort is SICOM, which makes a monthly donation of Rs 5,600 to CRY through 70 employees.

► **Contribute skill or service**

Sharing expertise or knowledge in its core competency does not entail a heavy load on the company and provides CRY with an opportunity to enhance its functioning and effectiveness. The skill or service is extended for free or at a subsidized rate. Advertising agencies like Clarion, Ambience and Enterprise handle CRY's advertisement free of charge. Courier companies like Blue Dart Express, DHL Worldwide Express and First Flight provide free or subsidized courier services between CRY's various branch offices.

"When CRY's advertising expanded to include television, it sought the services

of White Light Moving Picture Co. White Light is one of the leading production houses and it provided its services in producing CRY commercials for television. The company conceptualized, directed and edited the commercials all completely free of charge. As a next step, television channels were approached to provide free airtime for screening these films. As a result, the commercials appeared on Star TV, Sony, Zee TV, JAIN TV and BiTV, regularly for over three months at absolutely no cost to CRY. The effectiveness of this campaign can be gauged by the response it generated, not only in India, but also from non-resident Indians in places such as Nepal, Dubai, Kuwait and Muscat. Letters and donations poured into CRY's offices and the advertisements even went on to win a couple of awards! (The advertisements received the Zee TV Viewers Choice Award for the 'Most effective advertisement of the year', as well as the Indian Express Rolling Trophy for 'Excellence in advertising for social awareness' in 1996-97)." ('Corporate Fund raising made easy – Learning from the success of CRY', Anupama Kochhar)

► **Global Support**

"The growth in numbers of CRY supporters across the world and their ever-increasing contribution to our goals has been extremely heartening. Overseas Indians contributed Rs 4.4 crore of our total of Rs 18.4 crore in 1999-2000. This represented a 65 per cent growth over the corresponding figure in 1998-99." (AR, 1999-00)

Key attributes that characterize CRY's fund raising. Why do companies give to CRY?

- Universal appeal of CRY's cause
- CRY's Indian-ness
- Philosophy of partnership
- Demonstration of the power of collective action
- Sustainability of techniques employed
- CRY and its fund-raising are 'professionally' managed

Source: 'Corporate Fund-Raising Made Easy – Learning from the success of CRY', Anupama Kochhar

"Freedom knows no boundaries..."

"Three years ago, the International Cell was started at Delhi to involve Indians living abroad in development initiatives back home. We are happy to say that their participation has been very encouraging. Today, there are nearly 7,000 individuals who contribute through our International Cell. Last year, the Consulate General of India in Dubai, Prabhu Dayal organized a special Kuchipudi performance by Raja and Radha Reddy and a Hindustani classical music recital by Shobhna Rao to commemorate 50 years of Indian Independence. People attending these performances were requested to become CRY-active. Many people sent donations to the International Cell. At their special request our CRY representative attended the event. Indian Airlines gave us a free ticket to make it possible. While at Dubai, our representative was

overwhelmed by the enthusiasm of volunteers there. Not only did they take care of all the costs of boarding and lodging, they went out of their way to organize presentations, meetings, tea parties and lunches with people we could approach for help."

"At the end of the *Ramzan* season last year, Mr. Mohiuddin asked one of his employees to weigh all the others. Depending on whether they had lost or gained weight or remained 'static' from the beginning of the 40 days, a certain amount was donated to CRY. The Rs 1.49 lakhs contributed was used to support '*Kajla*', a CRY supported project in West Bengal." (AR, 1997-98)

In 1991, a long time friend and volunteer started CRY Inc. in America. CRY Inc. office is in Princeton, New Jersey, USA, registered in section 501(c)(3) under US Tax Code, thus enabling it to solicit and receive contributions entitled for US tax deductions. It has offices or volunteer contacts in other cities like San Francisco, Los Angeles and Atlanta. With a network of over 600 committed volunteers¹⁴, CRY Inc. is a substantial contributor to the cause (Rs 2.5 crore raised in 1999-00). "Many of the volunteers get involved through the network, because they are aware of CRY's activities in India and see it as a way to stay connected. The success of CRY Inc arises from its ability to take advantage of this natural constituency in the US"¹⁵. The CRY website is instrumental in reaching out to potential supporters; especially in soliciting dona-

A REFLECTION ON THE RESOURCE MOBILIZATION EXPERIENCE IN 1999-2000

“1999-2000 was a year of mixed results on the resource mobilization front for CRY. While total financial resources generated grew by 17 per cent, the 18.4 crore we raised fell far short of the ambitious 50 per cent growth target we had set for ourselves.

Three major factors were responsible for this:

1. The increased competitiveness of the market for our paper products – greeting cards, calendars and diaries – coupled with our inability to invest significant sums in promoting these. Income generated from the sale of paper products stagnated around Rs 5 crore.
2. The crises in Kargil and Orissa, which absorbed a large proportion of resources available to us, especially those from corporate organizations. Resources raised from corporate partners declined from Rs 2.4 crore in 1998-99 to Rs 2.3 crore this year.
3. Our inability to recruit personnel of the requisite quality to fill key positions at the salary level that we are able to offer.

In contrast, donations from individuals from India and overseas grew at 31 per cent and 65 per cent respectively. At a total of Rs 10 crore, these accounted for 54 per cent of the total resources CRY raised this year.”

Source: Annual Report, 1999-2000

tions from a third of its contributors who stay in places where there are no CRY offices or representatives. CRY Inc employed its first full-time employee in 1999. “Cultural and community events are the main-

stay of CRY Inc's fund raising efforts. From performances by renowned Indian artistes like L.Subramaniam, to walks, film screenings, even *chaat*⁶ *melas*—no avenue is left unexplored.”¹⁷

Conclusion: Investing in CRY

“CRY is committed to the cause of deprived Indian children, a commitment renewed year after year through every initiative we support for children. The corpus fund of CRY was initiated to prevent the slightest slackening of this commitment, however adverse the external environment or real the mitigating factors are. Ford Foundation one of our most steadfast supporters gave us an endowment grant of Rs 100 lakhs in 1997-98. Its interest of which is to be used towards the operating costs of the non-profit divisions. Ford Foundation supported CRY for over nine years through need-based grants in the area of new initiatives and helped CRY through several bottlenecks for which funds were not easy to raise.

In the last financial year, Sir Ratan Tata Trust added Rs 100 lakhs to our corpus. 85 per cent of this corpus grant is earmarked towards supporting the salaries of our Program Support team. The balance 15 per cent will go towards the capital investments needed to assist disbursements. The grant will substantially strengthen the resource disbursement function of CRY. Sir Ratan Tata Trust's support is invaluable because it is the first Indian foundation or trust that has acknowledged

the need to support critical recurring overhead costs of CRY. The interest from the balance funds in the corpus helps us commit to critical infrastructure investments that ensure the long-term sustainability of CRY and optimizes people's time and skills. This year's interest will support upgrading information technology; a key organizational need. Our corpus stands today at Rs 530 lakhs." (AR, 1997-98)

The funding by Ford Foundation to cover the cost of CRY personnel salaries

for 3 years from 1989 allowed CRY to step up recruitment of qualified professionals, thus positively impacting both its fundraising as well as its fund-disbursal. Likewise, NORAD's (Norwegian Agency for Development) funding of CRY's media expenses for 1992-93 boosted CRY's communication efforts. The funding of CRY's training programs for its project partners and workers by the GE Foundation in 1993-94 helped in upgrading their skills.

FOUNDATION BUILDING BEST PRACTICE— FUND RAISING FROM INDIVIDUALS AND THE PUBLIC

Excerpt of summary points of the section:

- **Individuals within the foundation's network can help reach new constituencies.** Both Abrinq and CRY started by involving people who were close to the founders and who were motivated by the chance to make a difference. This core of individuals brought ideas and links to new people. As the network grew, each foundation began to try new approaches, always coming back to and reinforcing its relationship with long-term supporters.
- **Marketing expertise, whether donated or hired, is essential to reaching a broader public.** Good marketing helped the foundations to reach out beyond the people-to-people network and send a consistent message. It also assisted with the goals of raising public awareness and increasing the credibility of their partner grantees.
- **Follow up with reports, thank you letters, publicity and events encourages people to keep giving and stay connected.** Both Abrinq and CRY invest time and energy into maintaining contact with their donors and friends through a variety of means. This contact keeps their network involved in their work and encourages them to contribute. It also lets contributors know that the foundations are accountable for the contributions they accept and transparent about how they accomplish their goals.
- **Donated professional services and expertise are resources that should not be overlooked.** Donations from artists and other professionals have been a key to the success of many of the efforts of these foundations. Abrinq has had success also in launching programs that link professionals (dentists and doctors) directly to needy children.

Source: 'Foundation Building Sourcebook: A practitioners guide based on experience from Africa, Asia and Latin America'.

Government support

CRY solicited government support for its work in indirect ways like in the form of sales tax exemptions on the sale of CRY's products, request for customs-duty exemption on the import of paper for its products. "In 1994-95 when CRY imported wood-free, environment-friendly paper from Germany, the granting of customs-duty exemption by the Central Board of Excise and Customs resulted in a saving of Rs 32 lakh for the organization." Cash donations to CRY qualify for a 50 per cent tax saving (under section 80G of the Indian Income Tax Act). And in 1994, the Central Government awarded 100 per cent tax-deduction benefits (under section 35 AC) to CRY donors under the CRY Supported Initiatives for Development (CRYSID) program.

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Notes

- 1 Learning from the Success of CRY – Corporate Fund-Raising Made Easy, Anupama Kochhar
- 2 The donations include total donation. There has been no classification into individual and corporate donations.
- 3 "The product income decreased by Rs 16 lakhs from 1996-97 due to the economic conditions discouraging spending on greeting cards etc." (Annual Report, 1997-98)
- 4 Includes individuals in India and from U.S.A
- 5 Includes other overseas donations (Rs 1.8 crore) and others (Rs 1 crore).
- 6 'Corporate Fund-Raising Made Easy-Learning from the success of CRY', Anupama Kochhar, 2000
- 7 A. Scott DuPree and David Winder with Cristina Parnetti, Chandni Prasad and Shari Turitz, *Foundation Building Sourcebook: A practitioners guide based on experience from Africa, Asia and Latin America*. 2000. Synergos Institute.
- 8 Annual Report, 1997-98
- 9 'Corporate Fund Raising Made Easy-Learning from the success of CRY', Anupama Kochhar, 2000.
- 10 Annual Report, 1997-98
- 11 Annual Report, 1999-2000
- 12 K C Shroff Charitable Trust of Excel Industries has provided 1600 sq.ft of rent-free storage space for CRY products on the company's premises in Mumbai.
- 13 This section is largely based on excerpts from the book 'Corporate Fund-Raising made Easy – Learning from the Success of CRY' by Anupama Kochhar.
- 14 The volunteers are mostly students and young professionals
- 15 A. Scott DuPree and David Winder with Cristina Parnetti, Chandni Prasad and Shari Turitz: *Foundation Building Sourcebook: A practitioners guide based on*

*experience from Africa, Asia and Latin
America.* 2000, Synergos Institute.

16 Indian spicy snack

17 *ibid*

Case 6

Educating Tomorrow's Citizens

EKLAVYA

RAJEEV JOSHI

Eklavya, a young Bhil boy wanted to learn archery. When he approached Dronacharya, the Pandava's guru, he turned him down because archery was the preserve of upper caste warriors while he was just a 'lowly tribal'.

So, Eklavya decided to learn the art on his own, keeping an earthen bust of Dronacharya as his teacher. When Dronacharya discovered what a master archer he had become, he demanded that Eklavya give him his thumb as guru dakshina (holy offering to the teacher). Eklavya promptly sliced off his thumb and presented it to his guru.

According to the Eklavya group: "Even today, this legend inspires us to strive to bring the best in education within everyone's reach. And to support each one's effort to learn and discover, question and create. We believe that the education system needs innovations that respond to children's needs and redefine the roles of teachers."

The Beginning

In 1972, Friends Rural Centre (Rasulia) and Kishore Bharti (Bankheri) two voluntary organizations launched an

experiment to innovate science teaching in 16 rural middle schools of Hoshangabad district in Madhya Pradesh.

Many resource persons from scientific research institutes volunteered to work in developing experimental curricula, training teachers, doing follow-up in schools, conducting examinations, and other related work. A group of faculty members and students of Delhi University came forward to play a leading academic role. The University Grants Commission supported the effort by recognizing it as part of their academic work and granting a semester's leave to two faculty persons at a time for working in the field. This program was known as the Hoshangabad Science Teaching Program (HSTP) and was based on the concern for inculcating a scientific outlook in society and improving science education in schools.

HSTP was developed in government schools by agencies outside the government, in collaboration with middle and high school teachers, university science professors and researchers, administrators and people from the area.

In 1978, the education department decided to expand the program to about

250 middle schools in Hoshangabad district. During this expansion, the group discussed various questions:

- ▶ Can there be any improvement in science education without a change in the totality of school education?
- ▶ Can we hope to sustain a school program, which questions the prevailing principles of hierarchy and knowledge construction without attempting to change these in the social domain outside the school as well?
- ▶ What relationship do school and society programs have with each other?

The momentum generated by this effort led to the formation of the Eklavya group. In addition to sustaining the jump from a micro-level experiment to a district-level expansion within the existing system, the group was ready to take on the challenge of developing similar experimental programs in other subjects. Another important consideration was that of the larger social significance of such intensive micro-level programs. Ways had to be found to disseminate the ideas and materials of innovative efforts. Kishore Bharti came forward to actively support the process of concretizing these ideas and aspirations.

After prolonged deliberations for over two years, a plan to set up an autonomous decentralized Institute for Educational Research and Innovative Action in MP was chalked out in February 1982. It proposed to evolve systems for the introduction and diffusion of educational

innovations with a framework of micro-level action. A decentralized structure of field centers with a coordination center at Bhopal was proposed.

The idea got support from various departments in the central and state government. This support was formalized in a meeting convened by the Planning Commission in March 1982. Subsequently, the first field center of Eklavya started in Hoshangabad. Eklavya formally came into being as a registered Society on October 26, 1982.

The premise and perspective behind the new institution was stated in the foundation document: *The identification of structure and processes that can diffuse micro level innovations while sustaining quality into macro-level action programs. In the absence of structures all high quality micro-level innovations remain scattered and unconnected... Creating a few model schools etc. is in the wider context quite meaningless as the beneficiary populace is not even a countable fraction. Hence the utilization of wider existing structures and networks for the purpose of diffusion becomes critical.*

An agent of social change

Eklavya's philosophy is that education does not occur in isolation from society and environment. If, anything, it can help both, develop a scientific and historical understanding of the evolution of society and be a means of motivating people to effect a change in their living conditions. It firmly believes that: "Education should

first be centered around the needs and thought processes of the child. It must equip the child with the necessary skills and methods for analyzing the physical and the intellectual world.”

The content and methodology of education should remain open to continuous change and evolution.

- ▶ Such educational innovations should not be limited to select schools and children. They must encompass the entire education system.
- ▶ Given a chance, children have an immense capacity to imagine, to learn and to create—qualities that need to be nurtured and encouraged.
- ▶ The child-to-child learning process must be given as much importance as the teacher-to-child learning process.
- ▶ The teacher’s role is central to the process of educational innovation and the teaching community should be given due recognition.
- ▶ Education should help to develop problem solving skills, the spirit of inquiry and a scientific temper.
- ▶ If science and technology are rooted in people’s knowledge and understanding, and addressed to their needs, they can be powerful engines of change and development.
- ▶ Development must, necessarily be sustainable and in consonance with environmental imperatives. Such development must be based around the participation of local communities.

Eklavya’s Growth

From the HSTP program that Eklavya began in one district, with less than a dozen people in 1982, Eklavya grew to 95 full-time members and spread to 15 districts in the state. The growth can be divided into three main phases. In the earliest phase (1982–1987) the main programs in education, publication and people’s science movement began. The second phase (1987–1992) consisted of refinement in the programs, the addition of some new programs such as literacy. Finally, in the third and ongoing phase (since 1993) Eklavya contributed to working out a framework for innovative Primary School Education Program for the whole state and started similar education programs in other states. The third phase included the growing realization of Eklavya’s role as a resource institution. It saw the seeding of programs in planning and development, meant to strengthen Panchayati Raj and increase its ability to take up local area planning in areas such as education, natural resources and health (see Appendix).

Organizational Structure

Eklavya Foundation registered at Delhi. The Eklavya, Institute for Educational Research and Innovative Action was set up under the Foundation to carry out the aims and objectives of the society. Collective functioning, with a strong tra-

dition of equality, democracy and accountability towards the peer group, is the cherished ideal in Eklavya.

Governing body

The governing body has the financial and other decision-making powers. Members of this body come from diverse backgrounds. It includes Eklavya Institute's director and two other representatives from the academic council of Eklavya.

Academic council

The academic council consists of about 15 staff members and meets once in two months. The day-to-day decision-making power of the Institute lies with the council. Program perspectives and policies evolve in the academic council with support from program committees and are finalized in consultation with the governing body.

Program committees

These are nominated by the academic council and include a coordinator and all those working in the program. These committees plan and implement program activities and advise the academic council on decisions regarding programs.

Executive committee

This is a sub-committee of the academic council, coordinated by the direc-

tor, with 4-5 other members. It meets regularly to monitor the implementation of academic council decisions. This committee is empowered to take interim decisions, pending a meeting of the academic council, should such a need arise.

Eklavya field centers

The program activities of Eklavya are carried out through seven field centers and six sub-centers spread out in five districts of western MP. The functioning of each field center is coordinated by a center-in-charge. Regular center meetings are held to discuss program issues and functioning. The decisions and proceedings of the academic council are reported and discussed with staff at these meetings. These meetings give the staff an opportunity to be involved in running the organization.

Participative functioning

To encourage transparency and participation academic council meetings are open to all. At times this chain of participative functioning, through the field centers and academic council, tends to slow down decision-making, but it fosters a sense of binding and belonging in the organization. It also gives everyone a scope to voluntarily opt for greater organizational responsibilities.

Leadership

Eklavya encouraged group functioning as a process of leadership since its in-

ception. Its constitution also encouraged this process by ensuring that members of the academic council shared the responsibility for important decisions. Such an ongoing process of sharing responsibility prepares the next level of leadership and ensures that changes in leadership do not leave a long lasting scar on the group's functioning.

Raising Resources

Need for building a corpus fund

According to Eklavya: "We have viewed our funding activity as an integral part of our strategy for educational change. Our approach has been to involve donor agencies, especially government, in discussions on our policy perspectives and encourage multi-faceted involvement in programs. In the early years the Department of Science & Technology's 'core support scheme' helped us to focus our energies on program thrust areas and development of the organization. In the mid-80s, the Ministry of Human Resource Development became our other major funding partner. It also provided support in our education policy initiatives. Thus, we have, depended mainly on government funds for carrying out our programs, apart from a modest amount generated internally. All programs, except the publication of *Chakmak*, depend on continued project funding without any back-up support."

"Since 1996, a significant share of our financial support comes from non-

government sources, mainly Sir Ratan Tata Trust. The next step in this process of diversification of our funding sources and developing long-term stability is to build up a corpus fund within Eklavya, as well as increase the alternative sources of income such as sale of publications."

In spite of being dependent on 3-5 year project grants, Eklavya grew both in terms of number of programs as well as areas of operation. This growth and development was possible due to a positive relationship with funding agencies. It realized the need for building a corpus fund because:

- Attempts at systematic changes in the field of education or in areas of development need a long-term perspective and vision. Besides, continuity and sustained work are needed to address deep-rooted problems of the present system. It is not possible for an organization dependent only on project grants to develop and implement such a long-term perspective.
- Short-term funding puts a strain on finances, particularly at the end of a project period when formulation and/or processing of new projects is underway. The instability by these transaction phases adversely affects the smooth and steady pace of work.
- It is often not possible to initiate explorations in new areas of work due to lack of immediate project funds.
- Capacity building of own personnel or resource group is a necessity to

handle the workload and responsibilities of a growing organization. This is an aspect, which is normally not included in project funding.

- ▶ Policies of donor agencies and/or shifts sometimes differ from the field program requirements. Needs of the field program can be better emphasized if the organization's proposals emanate from a position of financial stability. Independence in organizational policy-making is an important part of the long-term vision of an organization.
- ▶ Working capital is required in activities such as publications of magazines and booklets and educational toys. It is normally available only from commercial banks and that too at high interest rates. It is important to develop a pool of working capital within the organization to satisfy these needs.
- ▶ The organization is often required to make expenditures that cannot be booked against any ongoing program head. These could be expenses incurred to obtain legal or financial advice, cost of an article or vehicle not provided for in projects or expenses to be incurred for infrastructure construction. The organization needs to have resources to cover these expenses.

The question that then arose was the size of the corpus. According to Eklavya: "To be effective, we felt that we must plan

a corpus that would support 25-30 per cent of our total budget. This meant that the corpus should provide an interest support of about Rs 30 lakhss. Therefore, the corpus fund should be of the order of Rs 3 crore."

They realized that a large corpus had a danger of leading to complacency and hence decided to target a collection of Rs 3 crore in three years. They also decided not to utilize the interest on the collected amount in the first 3 years to give it a corpus fund of Rs 3.45 crore.

Eklavya decided that it will not accept any foreign contributions to either their corpus or for project support.

Sources

According to Eklavya: "Sources tapped for raising the corpus should be as wide ranging as practically possible. As a wide source base can in the long run help to raise a larger corpus. The second important fallout of contacting and explaining our activities and vision to a wide variety of potential donors is that we would be creating a network of organizations and individuals sensitive to issues in education and development, who would gradually, over time, become more responsive to such efforts. Keeping such an approach in mind we have identified certain categories of potential sources, which would be explored for contributing to the corpus."

While discussing the possible sources of funds, Eklavya allotted tentative targets for expected contributions from each source. These are given in the table below.

1. Eklavya planned to contribute Rs 5 lakhs to the corpus from its savings to start the drive.
2. Individual supporters: Eklavya has been interacting with a large number of professionals, educationists and other individuals over the last 15 years, who provided support to academic, teacher training and other activities. Eklavya planned to approach 500 to 1,000 such individuals with specific proposals for support.
3. Eklavya felt that the corporate sector would be the main source for the corpus funding since there seemed to be a growing feeling amongst members of the corporate sector that education and development are closely linked.
4. The public sector target was kept low because Eklavya was not clear about the level of response from this sector.
5. Again, due to the unknown factors

involved Eklavya, put very tentative figures of support from the public finance corporations.

6. The sale of publications of Eklavya was expected to increase over time and Eklavya felt that through this avenue a regular contribution to the corpus could be made.
7. There is a large turnover of funds in the activities carried out by Eklavya each year. Eklavya plans to manage these funds properly to be able to generate a regular outflow of interest through fixed deposits etc. Eklavya estimates that they would be able to plough back these interest savings into the corpus.

Strategy

Eklavya realized that fund raising is a rather intensive and time-consuming activity requiring continuous attention from the senior members of the group and to this end approached the objective of raising a corpus with suitable forethought and planning. They proposed a multi-layer system to carry out the various functions in the Corpus Building (CB)

Sources	Rs (in lakhs)
1 Initial contribution from Eklavya	5
2 Individual contributors	25
3 Trusts and corporate sources	200
4 Public Sector	10
5 Public Finance Corporations	60
6 Sale of Publication and others	5
7 Management of Corpus Funds	40
Total	345

program and set up different teams for planning, executing and monitoring the CB process:

- **Core team**

A small team of senior members of Eklavya was selected to coordinate the CB program with guidance from the governing body of the organization.

- **Advisory group**

A select advisory group consisting of six senior persons from different backgrounds such as bureaucracy, corporate sector, funding agencies etc discussed the progress and made the plan of action.

- **Executive cell**

A full-time team/cell of two persons, to carry out the day to day planning and execution of the CB program had to be selected. It was decided that the senior person would be appointed at Bombay or Delhi while the junior person would be stationed at Bhopal. The executive cell would work in close coordination with the core team.

Eklavya also realized that some preparatory tasks were needed before any contact program could be launched:

- **Listing of potential donors**

To develop a comprehensive list of groups, individuals, funding organizations and trusts to be approached for corpus support. They also realized that it would be necessary to

work out the approach to be adopted for different categories of donors and understand the perspective of the organization to be approached.

- **Material preparation**

The need was to bring out folders, write-ups and reports detailing the past and present activities of Eklavya as well as their future goals and vision.

- **Developing a presentation strategy**

Develop a comprehensive presentation strategy for different categories of potential sources to be approached. The executive cell would handle the initial groundwork, contact and preliminary meetings. The core team members and advisory group would provide support if required.

- **The individual category**

This category of contributors consisted of contributors known to Eklavya through direct or indirect contact and it decided to contact these contributors personally.

- **Annual report**

Eklavya also decided to initiate the publication of an annual report meant for larger audiences. Eklavya had not made a comprehensive report except for the funding agencies for the various programs that they supported.

Considerable time was spent during 1998 to prepare appropriate material for the corpus-raising drive. The following material/documents were produced dur-

ing that period.

- A detailed brochure outlining Eklavya's profile—ambit of activities, personnel, historical development, financial status and composition of the group. This was designed in-house.
- Another brochure, which was stylistically quite different and meant for corporate sector explorations, was designed by a professional designer based in Delhi.
- A brief flier was designed by SOMAC, the social marketing wing of Lintas.
- The 'Strengthening the Organization' document was edited in the form of a general proposal, which could be submitted to other trusts and corporate houses.
- A brief note on 'Strengthening the Organization' was prepared for wider dissemination to potential individual donors.
- General formats for letters to sympathizers and resource groups were also developed.

Implementation

Towards this purpose, Eklavya approached Sir Ratan Tata Trust in 1997 to help them build the corpus. "Strengthening the Organization" spelled out their need for the corpus and broad plans of its utilization. In January 1998, the Sir Ratan Tata Trust gave Eklavya an endowment grant of Rs 90 lakhs. This contribution

came with the condition that Eklavya would, in the course of two years, raise a matching contribution. To facilitate the process of fund raising, the trust gave a corpus-raising grant of Rs 10 lakhs.

The corpus fund raising drive started in earnest in January 1999.

Presentations were made at institutes like Tata Institute for Fundamental Research (TIFR), Indian Institute of Technology and others where friends of Eklavya helped in arranging a large interested audience. List of corporate houses was made and efforts made to find contacts in these organizations. Meetings were fixed up with people and presentations made to them. In the meantime, response from individual sympathizers started flowing in and small contributions started trickling in. Eklavya personnel also pitched in and started regular deductions from their own salaries.

The going was slow since the current year was a period of recession for industry as a whole and it proved to be a tough task to mobilize support for the corpus. Some industrialists were firmly against building up a corpus and suggested that they would be willing to contribute a regular sum every year rather than pay a lump sum. Their logic was that they would be able to utilize the money more effectively and generate more than what interest from fixed deposits would give Eklavya. However, Eklavya chose to carry on the drive and in the process a lot of long lost friends of Eklavya were found from within the corporations, government and even indi-

viduals. This helped in mobilizing support for the fund raising drive.

Major contributions from within the corporate sector came from ICICI, HDFC, Yatish Trading Company, Manoobhai Doongersee Trust, I.C.Trust, Infosys Foundation, Pirojsha Godrej Foundation, Gandhi Securities & Investments, Videsh Sanchar Nigam Ltd and Mahesh Bhogilal Memorial Trust.

The response from individual sympathizers was better than expected. In addition to resource persons, a number of other individuals have also responded positively and wished to become a part of the support group.

The resource group in TIFR took it upon themselves to launch a campaign within the institute to mobilize support from the faculty members as well as research students. They managed to mobilize contributions from 40 members amounting to more than Rs 1.20 lakhs.

Similarly, J B Petit Girls Higher Secondary School, Mumbai was quite keen to support Eklavya's efforts and launched a drive through their students. They managed to collect a lakhs of rupees through students of V, VI and VII standard.

A music concert was organized in Mumbai—*dhrupad* recital by Gundecha Brothers, *santoor* by Snehal Muzoomdar and *rudra veena* by Bahauddin Dagar. Max Touch sponsored the program taking care of most of the expenses. Much of the collections were through advertisements in a souvenir brought out on the

occasion and some through donor passes. Though there was little time to collect the advertisements, more than Rs 1 lakhs was raised through this effort. All three artistes graciously volunteered to perform without any fees.

A renowned linguist, Prof Naom Chomsky, MIT, signed a memorandum of understanding with Oxford University Press, that his royalty from the book 'The Architecture of Language' would be donated to Eklavya.

Arundhati Roy, the well-known writer, contributed Rs 2 lakhs to the corpus fund.

During the corpus drive, Eklavya received a contribution of Rs 96,000 from BPCL, to support one of their publications, '*Beti Kare Sawaal*' in 1999 and sanctioned another lakh for a regular publication—*Sandarbh*. The I C Trust from Delhi granted a support of Rs 3 lakhs for purchase of land at Hoshangabad for the office-cum-training center.

Eklavya itself contributed Rs 5 lakhs to the corpus fund and the enthusiasm among the staff for building the corpus was such that they contributed Rs 1.25 lakhs till December 1999, with many deducting amounts from their monthly salaries to donate to the corpus.

One financial consultant who advised Eklavya on investments donated his entire brokerage fee (about Rs 1.25 lakhs) on HDFC and BPCL Investments, to the corpus fund.

In spite of the fact that the nation

was going through a recession, the response of the large institutions was quite positive. The recession did affect the magnitude of support.

Eklavya also had a discussion with the Wipro group, which planned to undertake social development work. The group decided to focus on the issue of education and started a foundation for this purpose. The organization promised support to Eklavya when all legal formalities for the foundation were completed.

Investments

Eklavya also had to work out a policy of investing the fund and decided to go for the safest investments out of the permissible pool, spreading them over 4-5 institutions. They invested it in State Bank of India, Housing Development and Finance Corporation, Bharat Petroleum Corporation Ltd and Industrial Credit and Investment Corporation of India.

At the end of this two-year period, i.e. till December 1999, Eklavya was able to collect Rs 63.68 lakhs (including an interest on this collection, amounting to Rs 1.89 lakhs). This amount added together with the Trust's grant of Rs 90 lakhs, plus an interest (Rs 11.50 lakhs) accrued on this grant totals Rs 165.24 lakhs accumulated in the corpus fund. The contributions to the corpus ranged from Rs 100 from individuals to Rs 25 lakhs from ICICI. This total was raised, by expending Rs 5.25 lakhs of the corpus-raising grant. Looking at the efforts of the

organization, the Trust has allowed Eklavya to raise the balance amount till the end of year 2000.

Till the end of November 2000, Eklavya collected Rs 90 lakhs and hoped to collect the balance Rs 10 lakhs by December 2000 to be able to fulfill the conditions laid down by the Sir Ratan Tata Trust.

Fund raising of this magnitude from the wider public was a new experience for Eklavya. It developed its competency and strategy gradually through its various efforts. These developments were reflected in the evolving philosophy and attitude of the organization and its staff. For example, in the first presentation made at TIFR, Mumbai, the request for support in fund raising was not explicitly stated due to inhibitions in asking. As a result the donations received were fewer and smaller. However, after the presentation clearly specified the need, Rs 1.20 lakhs was collected with more trickling in later.

Similarly, with enhanced understanding of the corporate sector, it was felt that there was a deep-rooted concern for education especially amongst the younger generation and they were striving in their own way to redress it. From the initial interaction largely restricted to government and academic community, Eklavya enlarged its scope to involve individuals, companies, schools and artistes.

Lessons Learnt

Eklavya's experiences from the corpus raising drive are:

Corporations

- ▶ Most donations were raised through known contacts. Knowing someone in the organization helps.
- ▶ Corporations prefer a professional approach and concise proposal.
- ▶ Credibility of an organization is a concern faced by corporations for extending support. They are now evolving criteria to assess NGOs.
- ▶ Established corporations already have existing commitments in the social sector, supporting certain pet projects, social organizations, implementing own programs or projects and may not be interested in supporting other initiatives.
- ▶ Charity of a company may be driven by the urge of one person. This vision is sometimes not shared or percolated down the organization.
- ▶ Most corporations look at any project with a mutually beneficial approach with a purpose to gain mileage.
- ▶ Some companies do not have a clear policy regarding the extent and kind of support to be extended, but some are in the process of evolving a policy based on their priorities for a systematic promotion of the social sector.

Individuals

- ▶ Individual supports are largely to projects that have an emotional appeal. Individuals need to identify and relate to the project, be aware of the work done by the organization or where the funds are being utilized.
- ▶ Time spent on raising funds from individuals is more and the donations received from them are small, but in the long run they help to access other sources.
- ▶ It is better to give presentation at institutes, schools and colleges to attract more people.

Events

- ▶ For conducting events, preparatory time of two to three months is required so as to cover maximum donors.
- ▶ Media coverage of the event helps to involve the public.
- ▶ Events need to be selected in tune with the organization's vision.
- ▶ Personal visits to invite donors to the event ensure larger attendance.

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Case 7

The Spirit of Volunteerism

HELPING HANDS

ARCHANA SAHAY AND DAMAYANTI BHATTACHARYA

WITH MURRAY CULSHAW

For those of us who closely involved in the non-profit sector, the new millennium brought an intensification of the existing hiatus between increasing demand for programs, services and a perennial shortage of funds. The call of the times seems to be for an increased role of volunteerism, —witness the earmarking of the year 2001 as the International Year of Volunteerism. The voluntary sector is beginning to emerge as a ‘third force’ that provides many requirements for society which governments are unable to provide¹ because organizations are able to attract voluntary donations and volunteers.

Yet, finding the volunteer who is driven by intense personal motivation is difficult. There are also those voices in the voluntary sector with reservations about running organisations, which draw heavily on volunteer support.

HH began in 1983 with the vision and caring of a single person, Alice Saldana, and grew to more than 200 active volunteers, well wishers. The idea of HH germinated not in India, but in England. It began when Saldana (a housewife in Bangalore) visited her daughter in England in the 80s. Her daughter was involved with Befrienders International,

also known as the Samaritans. Saldana realized that the dissolution of the traditional family system in India, coupled with the escalating stress and tensions of urban life in Bangalore created a need for a service that could provide emotional support at times of need. HH was born in Alice’s garage. Father Hank Nunn trained a small group of volunteers for a period of eight months. “I was proud to see that the seeds sown by Alice and me have borne fruit in the Banjara Academy,” he says with satisfaction.

In 1989-90, HH evolved from a counseling center (on Museum Road) to a volunteer counseling service spread over 10 major hospitals in the city, when Dr Ali Khwaja joined HH. He just moved from Hyderabad where he was working with a counseling organisation. He started as a volunteer and soon turned into trainer of counselors. It was his vision that in addition to a free counseling center, more work was needed at the city’s hospitals. The first to invite their support was Mallya Hospital (in 1995).

Today, HH works in 10 major city hospitals, two children’s homes, and two centers where anyone can walk in for confidential counseling. Serviced entirely by

trained volunteers, it is open to all.

On selected days, HH has child/clinical psychologists, doctors and five other specialists (one also volunteers) in areas of mental health like neuroscience, behavioral and psychiatric problems. People walk in without any appointments, call over the phone or write in. Everyone is given individual, confidential and free attention.

On an average 3,000 people are assisted by the volunteers every day through these hospitals and various homes like Cheshire and old age homes. The counseling center is in Bangalore.

Volunteers from 9 a.m. to 5 p.m. manage a helpline operating at the center on all working days. It provides free instant information to accident victims and others, on locations of nearest hospitals, facilities available including ambulances, costs and specialties. The Help Line services are made possible by coordinating with the hospitals and with the patient's relatives and the volunteers.

Organizational Structure

HH has no external sources of funding. It does not look for grants and manages with very little expenditure, which is raised from amongst them. The main support comes from the Banjara Group of companies owned by Dr Ali Khwaja, which includes the Banjara Academy (BA)—an institution imparting counseling as well as training in counselling—also headed by Dr Khwaja. Dr Khwaja is

also the Chairman of HH. Clearly he plays a lead role in sustaining HH.

Management

HH at present has a board of four persons who meet frequently to guide the day-to-day activities. None of the board members get any sort of remuneration for their work. On the contrary, they often spend from their own pockets.

Apart from word of mouth, board members raise resources mostly in kind: free advertisements in the press, donations of office equipment, stationary, whenever required. Apart from these overriding concerns each member of the board also has more specific areas of responsibility.

Volunteer profile

There is no specific profile of the volunteers. People from all walks of life—students, executives, homemakers, elderly women, businessmen, retirees, all serve at HH. The majority of volunteers are 'senior citizens', probably because they are the people with more free time on weekdays. The HH experience indicates that they are very effective in community and hospital settings.

Research in this area substantiates this trend at HH. Altruism and motivation is supposed to increase later in life and older volunteers respond better to appeals of help.² The good volunteers all share two common features—the ability to walk into an unknown situation and

not only be comfortable but make others feel comfortable and to listen well.

Banjara Academy (BA)

The BA is an important support organisation that conducts counseling and other human resource programs, both for general participants, as well as for specialized groups such as doctors, teachers, social workers and executives. The BA now draws on the expertise of over 30 professional medical personnel.

The workshops are for both professionals and lay persons. Short-term workshops are conducted periodically on parenting, child development, team building, disability and rehabilitation, communication, handling emotions and dealing with adolescents. Participants contribute to training expenses. One of the main courses is a one-year (part-time) diploma in Counseling Skills.

BA also networks with various government departments and NGOs working in similar and complementary fields, and plays host to networking and group activities. It maintains an exhaustive reference library, detailed notes and literature for reference by students and also holds free lectures by eminent persons on counseling and related fields.

Volunteers give their time, expertise and even pay for their local travel expenses.

Programs and Initiatives

Hospitals

Volunteers are available seven days a week at the emergency and out patient departments of 10 hospitals in Bangalore. These include public hospitals like Victoria and Bowring, Kidwai Hospital of Cancer, National Institute of Mental Health and Neuro Sciences, MS Ramiah; Christian hospitals like Baptist, St Johns and St Martha's; as well as modern private hospitals like Mallya and Hosmat.

Volunteers provide a range of services to out patients, such as getting wheelchairs or stretchers, arranging blood, counseling, contacting patients relatives and in coordinating with other hospitals and voluntary organisations. In some hospitals volunteers work in two or more shifts.

Emergency care

As an extension to its helpline, HH is now in the process of setting up a network among large hospitals in Bangalore that offer emergency care to provide updated information daily on items such as ventilators, intensive care unit beds, diagnostics, ambulances, and the costs involved in each facility. This information will be supplied right at the desks of the volunteers so that trauma cases can get immediate attention.

Blood donors

HH maintains a data bank of blood donors with more than 300 volunteers,

ex-volunteers as well as others who are willing to donate blood. Upon request from any needy person, prospective donors are contacted by phone. Daily 6-9 calls are received for blood requirements. HH is constantly striving to increase the list of voluntary donors, requesting everyone to enroll themselves and their friends.

Cancer patients

Selected senior volunteers (currently five to seven persons) extend their services to the Bangalore Hospice Trust under whose guidance they visit dying cancer patients: providing solace, counselling and companionship to the entire family. Presently, 20-30 persons and their families are attended to daily.

Help Card

In collaboration with The National Insurance Company, HH runs a social benefit-cum-welfare insurance scheme. An insurance card issued at a nominal annual premium of Rs 150 (\$3.4) entitles the holder to free care in any hospital or nursing home and covers medical costs up to Rs 5,000 (\$115) in the event of a traffic or domestic accident.

This card is issued to anyone in Bangalore from the age of three months to 70 years. Since HH pays the amount directly to the hospital or nursing home, the cardholder is assured of immediate treatment and will not be sent back in an emergency situation for want of ready cash. In case of an accident a member can get ad-

mitted in the nearest nursing home or hospital. As soon as the nearest helpline volunteer is intimated he or she attends to the patient.

Today, there are about 300 members of this scheme. Publicity is required to expand its coverage.

Volunteer recruitment

According to Raja Reddy, vice president of HH, an important question to explore before conducting a volunteer recruitment program is to ask, "How committed is my organization to a volunteer program?" The point being that if the organization is not committed to utilizing volunteers it is unlikely that volunteers will be recruited and retained.

For HH the answer to this is clear since their motto (aptly coined by Dr Khwaja) is "raising people instead of funds".

Recruitment procedure

Every day all major newspapers in Bangalore carry HH announcements, feature in free of cost in 'city briefs' and 'engagements' column. This serves a dual purpose. It carries the regular HH appeal for volunteers and when hospitals request for additional volunteers then specific appeals are carried. In addition existing volunteers also bring in new volunteers.

The qualifications for becoming volunteer are a pleasant disposition, a caring nature, the gift of being a good listener

and the ability to always serve with a smile. Interested persons have to initially fill an application form to give their background, volunteering time preferences and medical history.

Once there is a group of 10 to 15 potential volunteers, they are invited to attend an induction program for two days. After this comes a 'crash course' in basic counselling skills. This is followed by at least a couple of days of orientation at a hospital. The whole process from inserting advertisement to the end of the orientation program and induction can take anything between two to three months.

Not only is the training system useful for new volunteers but in gaining new recruits as well. The message of HH and the work they do is passed on by existing and ex-volunteers and plays a vital role in gaining new recruits. "It is a cyclical process", Reddy points out, "through our volunteers we spread the word and increase our number of volunteers".

Ram, a veteran at HH lost count of how many new people he brought into the organization in this way. He remembers meeting Rajiv Goenka, a businessman, at a social function. He was sharing some anecdotes about his experiences at HH when, Goenka mentioned that he had a little spare time and wished to attend the next HH meeting. That was the first step and Goenka has been a committed volunteer since then.

Resources required

The office of HH is free; BA takes care of the venue for induction programs. Every attempt is made to keep costs at a minimum and getting friends and well wishers to donate whatever other assistance might be required, such as letter-heads.

Everybody is encouraged to join the induction program. Attendance at the induction program does not make joining the cause compulsory. For instance, in December 2000, about 100 people attended the induction program, but about 65 new volunteers joined.

Volunteers are expected to give a minimum three hours per week. Usually, older women volunteers, homemakers, retired gentlemen and students work at daytime during the weekdays while those working spend the evenings and weekends.

The cornerstone of the policy of recruitment and training of volunteers at HH is 'hands on' training and an extended system of support between experienced volunteers to the new recruits. Formal training of volunteers, in the form of lectures held at the BA is however a continuous and on going process. Free training is given to volunteers. BA holds special lectures twice a month on different areas of counselling.

Handbook

A handbook has been compiled to give practical tips and guidelines to those

who wish to practice counseling in their professions, community or neighborhood. A well wisher sponsored the printing of 1,100 copies.

People's motivation

According to Dr Khwaja it is an “in built desire to share and support”, the feeling is, “there are so many good amiable people around who have been nice to me so I would like to be nice to someone in return”.

“I always wanted to reach out to people in need of help particularly during the time of crises or in distress. The opening came through HH. It gives me great pleasure to work under the able guidance of Dr Khwaja. I have been a volunteer at HH for the past six years and I will reach out to people through HH while I am alive.”

Rajiv, a volunteer with HH

Many volunteers spoke of the great mental satisfaction they receive from their labors. They also gain considerable training and experience in counseling, which may come in handy in their personal lives, as well as count as fieldwork experience for those who take up counseling as a full-time career.

Newsletter

Updates on organization's progress and latest counseling information is provided to all volunteers through a quarterly newsletter which is free of cost.

But undoubtedly, it is the intangible benefits—be it a feeling of well being or satisfaction in helping someone else, the feeling of doing something meaningful and worthwhile—that brings most HH volunteers back for more. Ms Nalini a volunteer at St Martha hospital, every Friday for the past two years points out, “Though we are not getting any return, the kind of satisfaction I derive from doing this work is immense. You have to do it, to realize how exactly I feel.”

Potential of using volunteers

Dr Khwaja and other board members believe that there is a great potential for extending such volunteer-based services. The services they provide need not be confined only to hospitals. Any service that requires low initial skill training and allows the scope of learning on the job can fit into this model of volunteer support. That is why the scope of HH activities has spread from hospital centered activities and counseling to encompass many other activities, such as an ‘outreach programs’.

Groups of volunteers spend three hours every day with the disabled girls of Cheshire Home and the refugee children of Indira Gandhi Academy. Sometimes volunteers ‘adopt’ people who are ill and

destitute and try to provide whatever support is needed till their recovery and rehabilitation. On a continuing basis HH also coordinates with other voluntary organisations in the city to arrange for crutches, wheelchairs, old magazines, old clothes and spectacles that are collected for free distribution to deserving persons.

"I really cherish the time I spend with the kids".

Sukumar, a volunteer for the past four years. Everyday he teaches children, who have physical and mental challenges, in the Cheshire Home - he is like a big brother to them.

Networking

HH set up a Mental Health Network of about 10 organizations working in the field of counseling and mental health, child and women welfare. A group, usually consisting of 20 people, meets at BA to share experiences and expertise and to bring about better co-ordination. All groups and voluntary organizations are invited to join the informal network without any fee.

Banjara golden age club

HH also runs a club for like-minded elderly. It meets once a month. Topics of interest to the elderly are discussed. Ways and means to deal with day-to-day problems of old age and any other facilities that can be provided are discussed to make the

club more effective and useful. Membership of the club is also free. To fill the vacuum of the lack of trained assistance for caregivers of the elderly a one-year course in geriatric nursing is planned under BA.

Self-help groups

There are many self-help groups that meet at BA:

- ▶ *Single parents.* Meet once a month. Usually about 30 single parents attend these sessions.
- ▶ *Families of Alzheimer's (dementia) patients.* Meet once a month.
- ▶ *Physically disabled persons.* Awareness and support groups (families of disabled) meet every alternate month.

All India Association for Lay Counselors

An association has been recently started namely for better coordination, standardization of procedures, and to build public awareness about counseling services. The association has currently 50 members, once the numbers increase chapters will be formed.

Raising Resources

Running a completely volunteer-based organisation with very little material assistance is difficult. Lack of finance leads to a continuous struggle to cut corners and minimize costs. Although HH volunteers only go into those institutions and

hospitals where they are invited, as administrations change behavior and attitudes of hospital personnel also change resulting in some demotivation of volunteers.

Volunteer retention

The greatest challenge however, is the task of retaining the interest and continued participation of volunteers. At present the volunteer retention rate at HH averages between 50-65 per cent. Average period of service for most volunteers varies between two and half to three years. This is a better track record than most. Even then, the board at HH continuously discusses ways to improve retention rates.

Those at HH are quick to point out that the success of a volunteer program depends on the ability to make a potential volunteer identify with the cause and to provide volunteers the sort of work the volunteer really wants to do. Dr Khwaja points out that if a volunteer is placed in an ill-defined role, or a role the individual is not interested in then he or she quickly becomes disillusioned.

For instance, he points out that many volunteers who are uncomfortable with blood and gore avoid serving in the emergency wards of hospitals. This is why attending the orientation program at hospitals is a must for would-be volunteers. It provides a glimpse of the actual work required and helps volunteers decide on their preferred area of service.

At its simplest level, volunteer reten-

tion at HH "is a matter of making a person feel good about themselves and their assignment. If the experience is satisfying and rewarding, volunteers will continue to participate. When this pervades the entire volunteer program, a positive enthusiastic climate is created. Which in turn encourages more people to volunteer," says Dr Khwaja.

Decentralization and autonomy in functioning

Most hospitals have volunteer groups of a minimum of two to three persons at a time with at least one experienced volunteer amongst them. The volunteers of each hospital coordinate their own duties amongst themselves with very little interference from the main office.

Learn on the job

HH does not insist that their volunteers become qualified counselors first and then allow them to help in the hospitals. This might lead to high drop out rates. Training is provided in-house and most volunteers claim that it is more valuable learning this way.

No other barriers

There are no other barriers like age or gender that can stop people from joining. Parthasarathi who is a regular at St Johns Hospital on Saturdays, is 85 years old and intends to go on for a very long time. He credits his work with HH for

keeping him healthy occupied and, as others put it, “he is the youngest member of HH.”

Helping the helpers

Those who help others sometimes need to be helped themselves. Dr Khwaja or any other psychologist is always available to listen to the volunteers and offer support if they are feeling bogged down by their experiences in the hospitals or by dealing with any mental or emotional problems in their personal life.

Sense of belonging

An integral part of all internal networking is updating volunteers on developments. HH has a quarterly newsletter and volunteers meet twice a month socially (volunteers themselves bear the cost) and occasionally volunteers organize outings where members can join in and have fun. All these foster a sense of community and belonging among volunteers

Retaining old ties

Those at HH also believe that once you become a friend or volunteer you are a part of their cause for life. Retaining old ties with all ex-volunteers and friends of the cause is another important aspect of the organization. Although complete flexibility is allowed in joining and leaving, attempts are made to stay in touch with ex-volunteers.

This system has many advantages:

seasoned ex-volunteers can be asked to pitch in and help during emergencies or times of excessive demand; their help can be sought in other matters concerning the organization; and they can also bring in new volunteers even when they themselves have stopped serving.

Flexibility in functioning also means that a volunteer can stop serving when it becomes inconvenient for them but can rejoin once again when such constraints are gone. This way HH does not lose too many of its seasoned volunteers. Says Dr Khwaja, “Our wealth is in our people and we never want to lose any of them.”

In Future

Alice almost single-handedly nurtured HH during its first decade. Gradually a small band of dedicated volunteers joined her as she provided solace and emotional support to anyone who walked in, morning or evening. Age has reduced the direct involvement of Alice to a great extent but she still keeps abreast and assists in whatever capacity possible. Alice celebrated her 75th birthday on 23rd July 2000, and was able to look back with a sense of achievement.

Today, the guiding light of HH is Dr Khwaja the chairman of the board. He is in charge of the recruitment, induction and training of volunteers, motivating and counseling them whenever required. Coordination between lay counselors and volunteers, keeping the HH newsletter going; all depend on the energies of this

A SEASONED VOLUNTEER AT HELPING HAND

S Ram had promised himself that the day he turns forty he was going to stop concentrating on improving the quality of his own life and spare some time trying to improve the life of others less fortunate than himself. His experience at a hospital after a serious accident in 1988 had also left him with a desire to help accident and trauma victims in hospitals. But, 'how could a non-medical person help people in hospitals'? He had seen the notice board of HH at Queen's Road before and wondered about them. But, it was only in 1992 that he met Dr Khwaja. Since then it has been a long and mutually satisfying association. Blessed with the gift of humor and mimicry Ram today brings a smile to many an unhappy face.

A volunteer at the Helpline for accident victims at HH his commitment to the cause of HH is intense. It was through his dogged efforts for three years that the Help Card scheme was launched. Apart from this, he contributes to the community newsletter, organises picnics, get-togethers for the volunteers, often paying from his own pocket.

He says, "Most volunteer programmes are for a specific cause with inflexible schedules. Here you can choose to help where your interests lie, even the time schedules are adjusted with a great deal of flexibility amongst us."

"Most volunteers pay their own way, arrange for their own conveyances, many often pay from their own pockets and try to get as many new volunteers possible. And there are many at Helping Hand who are like me. Even when people leave, the association with Helping Hand continues in many other ways."

"We make investments on education, property and other material wealth but Helping Hand has taught us to invest on people.... The realization that people will help you if you help them back... that I now have a support system of friends who will reach out with a helping hand is a reward better than any other form of material remuneration".

one man.

HH hopes to expand and improve services, such as providing an ambulance service. As numbers keep growing and more and more services are required, the board is considering fund raising to raise a corpus fund of Rs 20 lakhs to finance the next stage of expansion, but no decision has yet been taken.

Volunteers can play a very

significant role in an NGO, not only because they do not charge salaries, but also because their motivation level is generally higher. They may be people who come from good backgrounds and who in turn can be influential in getting in more resources through their contacts. They may be influential people who can get work

done. They may have special skills that can supplement the requirements of the organization.

— ‘raising people,
instead of funds’ ►

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Notes

- 1 (Peter Drucker; *Globe and Mail* 1996)
- 2 Das H, and M Mahony; *Volunteer Motivation: Are Volunteers Solely Altruistic? Proceedings of the 25th Annual Atlantic School of Business Conference*, Sydney. 1995

Case 8

We Exist to Save Others

HINDU MISSION HOSPITAL

PUSHPA SUNDAR

*“Paropakartham Idam
Shareeram”*

(This body is to serve others.)

The above noble ideal, held out by one of India's most revered Hindu religious leaders, inspired the founding of the Hindu Mission Hospital, and became its motto.

Though Hinduism, like other religions, preaches service to humanity as a form of charity, the concept of a 'mission' or an organized effort to serve the poor and needy is less common among the Hindus than among Christians. His Holiness Sri Jayendra Saraswati Sankaracharya of Kanchi Peetham, the present incumbent of one of the oldest and most venerated of Hindu religious orders, is one of the first of his lineage to emphasize the importance of a 'mission' to serve God through service to the poor.

A group of 5-6 friends, disciples of the Shankaracharya, used to run a Sunday evening consultation clinic from a school premises, in Tambaram, a suburb of Chennai in south India. They charged 10 *paisa* (Rs 0.10), as consultation fee. Hence the initiative came to be called the

Ten Paisa Hospital. When Shankaracharya came to know about this on a visit to the area, he jocularly remarked, "All over the world, people get fever on any day of the week, but people here in Tambaram seem to get it only on Sundays!"

His group of disciples decided to start a hospital to provide quality medical care to the poor, irrespective of caste, creed, religion or social status. It was to be a secular organization but operated with missionary zeal. It would enable the ordinary individual to serve others by being involved with the poor and needy through the hospital, either through donation of funds or effort. Thus was born the Hindu Mission Hospital (HMH), Tambaram.

Located on the national highway going to the southern town of Trichi, it is close to the railway station. Commuters going from Chengalpet to Chennai see the HMH from the train, as do those who travel by road. It is now a familiar and very visible landmark

HMH was registered in 1976 as a society under the Tamil Nadu Societies Act, and started operations in a small shed in 1982 with the blessings of the Shankaracharya, and on land given by

him. Today, it has a large multi-disciplinary hospital with 160 beds, over 18 departments, five operation theatres, four ambulances and a well-equipped Intensive Care Cardiac Unit. Sixty dedicated doctors and 225 paramedical staff treat over 700 patients daily, mostly from the lower and middle-income group living in and around Tambaram. What is more, it has a main base hospital for the 110 villages round Tambaram and the rural population receives treatment both at the hospital as well as through mobile units.

The outreach programs of the hospital include:

- ▶ **Annual integrated school medical checkup**

This involves over 200 schools in the surrounding 110 villages, covering over 90,000 children. Children needing follow-up care are given free medical and surgical treatment in the hospital.

- ▶ **Bakth jana seva**

A daily free rural mobile clinic started over five years ago and covering 60 villages around Tambaram. It benefited more than 2 lakhs people so far.

- ▶ **Narayan seva**

An intensive free rural medical camp held every Sunday in a different village where specialist doctors treat the patients already screened by the hospital's paramedical staff.

- ▶ **Annalakshmi scheme**

Inaugurated in 1997, it provides daily free nutritious meals for poor in-patients.

During 1998-99, free diet was given to 9,313 poor patients and 10,528 patients benefited since inception of the scheme. HMH raised Rs 30 lakhs for a corpus, from the interest on which the expenses of free meals would be met. By March 1999 they raised almost Rs 21 lakhs, Rs 14.2 lakhs in 1998-99 alone.

- ▶ **Free artificial limb center**

Every Saturday, poor disabled patients are given free limbs, equipment and supportive rehabilitation treatment.

The names of various services have been carefully chosen to reflect familiar religious concepts and terms.

As a charitable organization HMH has the necessary registrations to enable its income to be exempt from tax, to receive foreign contributions and to enable donors to get 50 per cent tax exemption under 80 G. It also allows 100 per cent exemption for donations to certain schemes registered under section 35 AC and 80 GCA of the Income Tax Act.

Future plans

- ▶ Adding and upgrading its present medical equipment
- ▶ Stabilizing and widening the coverage of beneficiaries for provision of free artificial limbs.
- ▶ Increasing the coverage of the rural outreach program by adding 50 more villages
- ▶ Constructing a separate Maternity and Child Care Block Accident

Trauma Unit and some other wings.

- Opening a Blood Bank facility

Organizational Structure

A Board of nine, all of whom have been nominated by the Shankaracharya, manages HMH. A retired judge of the Chennai High Court heads the board. Other members bring varied skills to their task such as social service and advertising. In fact, one of the board members is the founder president of one of India's largest advertising firms.

The chief executive is D K Srinivasan. He is not only the founding secretary but also the moving spirit behind the development of HMH and the massive fund raising effort that it required. Prior to his involvement with the hospital he was a businessman who ran a petrol pump, a super market and had dealerships for several leading consumer brands.

For some time he ran the hospital affairs on a purely voluntary basis, along with his business. Over time he gave less and less time to his business and more and more to HMH, till in 1990, at the age of 57, he handed over his business to his sons to devote himself full-time to HMH. He works entirely in an honorary capacity without remuneration. His dedication, his sense of humor, his business acumen combined with a low key approach, his ability to motivate others and to delegate work to them come through within minutes of meeting him.

Raising Resources

Right from the beginning HMH followed a policy of reliance on indigenous funding. It believes that there are enough resources available among the community to support any worthwhile venture. Furthermore, it does not believe in providing anything entirely free on the grounds that if it is providing the community a service then the community as a whole must be prepared to pay for it. Therefore, though the hospital is run entirely out of voluntary contributions from donors in India and abroad, it charges fee for hospital services.

It receives minimal funds from government, about 5 per cent of their revenue income is from government grants for medicines. The central government also gave it land at a very nominal price from the Ministry of Defense quota. They also were subsidized 50 per cent of the cost of new buildings under a scheme for new hospitals. In 1999-2000 grants accounted for Rs 11 lakhs (3 per cent) out of total capital receipts of Rs 89 lakhs.

HMH does not get grants from big Indian foundations and trusts, except the Jindal Trust, which gives it amounts ranging from Rs 10,000-30,000 every year. Though they have permission to receive foreign contributions under the FCRA, they received minimal foreign contributions so far— only Rs 69,439 in 1999-2000. Though they are a secular organization, their name probably acts as a constraint to get donations from foreign foundations and other aid agencies, ad-

mits Srinivasan, though he also mentions that they have had donations from Christian and Muslim individuals too. In fact, this *Ramzan* they received 3-4 *zakat* donations (donations mandated by Islam).

The other side of the coin is that the name is probably a plus point for religiously inclined Hindus to contribute funds, especially those followers of Shankaracharya.

HMH's revenue expenditure is covered entirely from fees for hospital services. In 1998-99, the revenue amounted to Rs 1.32 crore whereas the expenditure was Rs 1.36 crore, which went largely into drugs and salaries of hospital staff as well as expenses like electricity, postage, stationery, advertising and so on. The figures of receipts and expenditure for 1999-2000 were Rs 1.99 crore (an increase of 50 per cent over previous year) and Rs 2.08 crore respectively.

Deficit and capital expenditure on equipment as well as free outreach programs is met by fund raising by different means. For the past two years, the HMH raised about Rs 1 crore per annum in cash and kind. The amount raised in the last year is less than in the previous year, because a lot of public donations went to the Kargil war victims and to rehabilita-

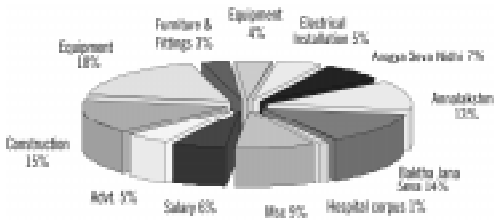
tion of the victims of the terrible cyclone in Orissa (see table below).

In addition are the amounts donated in kind such as oxygen cylinders, beds, wheelchairs and other equipment and goods. HMH puts this amount at Rs 10 lakhs per year. Of the Rs 97 lakhs raised in 1998-99, about 80 per cent came from donors in Chennai and the remaining from donors in other parts of India and abroad. About 60-66 per cent of the income came from small donations from within the country from individual middle class donors. About 5 per cent came from Non Resident Indians (NRIs), 5 per cent from government grants for medicines, and between 15-30 per cent came from big donors (above Rs 10,000) as a result of personal contact by the secretary and other staff.

Out of the total donations received in 1999-2000, 35 per cent was invested in various corpus funds for meeting the expenses under three schemes, viz. Arogya Seva Nidhi. (Endowment for Free surgeries), Annalakshmi Scheme (providing free food to poor in-patients) and Baktha Jana Seva (Rural Outreach Program) and Hospital Maintenance Fund. The balance is spent on other expenses.

Funds Raised (1992- 2000)			
Year	(Rs in lakhs)	Year	(Rs in lakhs)
1992-1993	23	1996-1997	60
1993-1994	25	1997-1998	91
1994-1995	27	1998-1999	97
1995-1996	42	1999-2000	92

Utilization of Donated Income in 1999-2000



Every year the HMH sets itself targets for fund raising and increases the target by 20 per cent every year. The target for 2000-2001 is Rs 1.2 crore, which is likely to be achieved, and the target for 2001-2002 is Rs 1.5 crore. Similarly they set targets for every fund raising scheme, but do not always manage to meet the targets for individual methods.

The HMH brochure mentions specific fund raising targets to be achieved in the coming years for meeting specific needs.

- ▶ Setting up a Kidney Care Endowment of Rs 50 lakhs to enable poor patients to get subsidized or free dialysis treatment.
- ▶ Creating a corpus of Rs 60 lakhs to meet the expenditure incurred towards the School Medical Check up program.
- ▶ A corpus of Rs 100 lakhs to meet the costs of the free Rural Mobile Clinic called the Baktha Jana Seva scheme.
- ▶ A corpus of Rs 100 lakhs to meet the cost of free surgery and hospitaliza-

tion of poor patients

- ▶ A corpus of Rs 10 crore to meet the daily expenditure of running the hospital.

Strategy

HMH adopted a multi-pronged strategy to raise funds. As explained above, most of the money raised is for capital purposes, which includes building up endowments for different purposes.

To attract donations for building purposes HMH offers the incentive of naming the building or parts after the donor according to the size of the donation. Thus:

- ▶ Rs 20 lakhs donation – the new block to be named after the donor.
- ▶ Rs 10 lakhs donation – a wing named after the donor.
- ▶ Rs 1 lakh donation – a room named after the donor.
- ▶ Rs 10,000 donation – a bed named after the donor.

Donors are also offered a wish list of specific equipment and facilities needed with a corresponding list of amounts that can be donated.

In addition, there are three endowment schemes as mentioned, which are run on the interest on the corpus. In *Arogya Seva Nidhi*, donations are solicited in multiples of Rs 5,000 as corpus fund, and in the *Annalakshmi*, multiples of Rs 2,000 as corpus are solicited, and in the *Baktha Jana Seva* donations of multiples

Sources of Income 1999-200		
Particulars	Amount (Rs)	Percentage
Equipment Grant	35,48,518	40
Arogya Seva Nidhi	12,39,236	14
Bhakta Jana Seva	12,35,186	14
Grants	11,27,480	13
Annalakshmi	11,57,218	13
Sri Ram Nama Patra	2,76,747	3
Donation	2,10,000	2
Foreign Donation	69,439	1
Hundi	38,165	.42
TOTAL	8,901,989	100

of Rs 25,000 are sought. Of these, donations, the last two enjoy a 100 per cent tax deductibility for donors under 35 AC of the Income Tax Act and the first has 50 per cent tax deductibility. HMH found that for raising funds the tax incentives are very important. *Shram daan* (physical service, a traditional form of donation) is also welcome.

Implementation

As the head of the organization and in-charge also of fund raising, Srinivasan realized the value of full-time staff for fund raising. A fund raising department started in HMH in 1990. It now has 20 staff, 10 of them field or development staff and the others working in office.

For logistical purposes Chennai was divided into north and south Chennai, and each development officer is allocated both a geographical area and a specific client group whom they are expected to personally contact and to take all necessary follow up action. Thus, some have the responsibility to meet chartered accountants in their zone, to tell them about

HMH and its mission and to give them the various appeals. They are then requested to motivate their clients.

Two staffers are allocated banks as their client group with whom they follow the same routine as above. Similarly, two others are detailed to go to shops and corporate offices.

One person is in-charge of collecting and replacing the donation boxes and leaving appeals.

Srinivasan himself visits the big potential clients.

In office, his deputy, Lata is a confident young lady who has been with the organization almost since the beginning and has grown in stature and expertise. She knows all operations of the department intimately. She shares the administrative duties with Kavita. There is one person each for the obituary scheme, the *Annalakshmi* scheme, one for up dating the databases, and several others in the direct mail department whose job is to track names from the telephone directories and to send them appeals.

But if the direct fund raising team

plays center stage their efforts are supplemented by back stage effort of others involved elsewhere in HMH. The front office staff in the hospital also helps with fund raising, by motivating the richer patients to donate. And the trustees also play a role. The board member from the advertising world makes invaluable contributions by drafting and designing appeals, in bringing out publicity material and contacts with the media.

Many of the staff, and especially, the senior most among them such as Lata, went to training workshops. Srinivasan and his staff also organized training workshops for other NGOs. In February and August 2000 the HMH helped the Tamil Nadu Voluntary Health Association organize two-day workshops each time on “Communication and Fund Raising”.

“Our fund raising costs are approximately 20 per cent of the amount raised,” says Srinivasan, explaining that their staff costs are low because their salaries are very modest.

Programs and Initiatives

HMH began their fund raising by making direct requests to donors, on a one to one basis. HMH added the school appeal called the *Rama Nama Patra*. Now they simultaneously use several different methods for raising funds.

The initiative to introduce these schemes came mostly from Srinivasan. Some of his initial ideas came from his participation in 1989 in the annual train-

ing workshop of the South Asian Fund Raising Group (SAFRG). The essence of the *Rama Nama Patra* scheme, he says, he gained from HelpAge, though the name and other details were adapted to their own special context. Similarly, the idea of the obituary appeals he picked up from a presentation made by one of the resource persons at the SAFRG workshop. As he gained experience in raising funds he devised others, made corrections in some and abandoned a few.

Srinivasan stresses that each method reinforces the others and the effect on fund raising is cumulative and it is difficult to pinpoint the exact contribution of any one method, which may go beyond the immediate receipts shown against that scheme.

Shri Rama Nama Patra

This was the first fund raising method adopted by HMH and the idea was inspired by a similar scheme initiated by HelpAge.

Started in 1982 and still continuing, it focused only on private Hindu schools. Currently, it covers about 200 schools in Chennai. Two years ago, some schools outside Chennai were also targeted, but the effort was discontinued because it was too difficult to manage within their staff and resources.

The scheme takes its name and inspiration from the oldest Hindu epic, the Ramayana, wherein the hero Sri Rama, who has to cross the ocean to reach Sri

Lanka, finds it an insurmountable obstacle. However, his devotee, Hanuman (the monkey god) builds a bridge by getting thousands of his followers to throw a stone in the sea, chanting—*Rama*. The bridge thus built enables Rama to cross the ocean. Similarly, HMH believed that small amounts of money collected by students in the name of Rama would help build a mighty hospital.

The scheme had two objectives: to instill in students the value of daily prayer and to raise funds for a noble cause.

The scheme consists of square cards with 50 squares. The students have to approach possible donors for contributions of Rs 2 and above. The donor can get his/her name or Sri Rama inscribed in each square for a donation of Rs 2. Thus collections from one card fetches Rs 100. They first select areas where they will have a chance of success like an area that has a large proportion of middle or upper class population with a likely Hindu orientation. Once the area is selected, then schools to be targeted are chosen using the telephone directory. Mostly higher secondary schools are chosen. If a school does not want to participate and the managing trustee says no, then they leave it out. But if the school agrees then they definitely reach their target.

Only students from the IV to X standard are targeted. About 1,000 cards are distributed per school. The number approached has not remained constant. In some years they have not covered the schools covered previously. Basically, it

depended on available time. Srinivasan has to contact schools, as usually he makes the first contact. First, the principals are contacted and the cause is explained to them. Then a staff member of HMH introduces the scheme to school children. A list of instructions is given, one per class, i.e. one for every teacher.

A card with squares is given, one per student with the school seal and name of the class teacher filled in. Getting the parent's consent and signature is also compulsory. On the reverse side of both the teacher's instructions and the card with squares is a brief write-up on HMH with a picture showing achievements of past fund raising efforts, and collection takes place in about 30-40 days. When the staff returns to collect the amounts, the student body is addressed in the prayer hall. They are thanked and mementos (prizes) are distributed:

- For collections of Rs 25 and above, a certificate.
- For Rs 50 and above a folder with photographs of eminent cricketers
- For every Rs 100, a silver medal blessed by Jagadguru Shankaracharya, the revered religious leader who inspired the Hospital.
- The class teachers and the principals of the school who collect above a certain amount are also given a memento and the name of the school gets inscribed on a board in the hospital.

Every year four schools that donated

earlier and 10 new schools are contacted. During the financial year 1998-99, Rs 409,450 was raised. The amount for 1999-2000 was Rs 276,747.

► Costs involved:

The cards are printed in bulk (a lakh) costing Rs 0.75 each. The printer sponsors the costs of the certificate and the folder with the cricketer's photographs. The silver medal costs Rs 10 each and about 1,000 medals are given annually. Stationery costs and travel expenses are part of the fund raising expenses.

After donating, the schools are invited for all events that take place at HMH. There are two staff members in-charge of the scheme. HMH has not yet found out what is the best time to distribute the cards, during festival times or before holidays. Currently, they distribute the cards just before long vacations so that the students have time for collections. The most serious bottleneck in expansion is the demand it makes on Srinivasan, as the scheme depends on whether he gets the time to approach the principal or not.

Donation boxes (hundis)

The donation boxes, called *hundis* were introduced in 1987, during the Cricketer's Walk (see Events). Students carried these to collect funds from the people who gathered on the road to see the cricketers. The collections from these boxes were good and HMH decided to convert this into a permanent fund raiser.

HMH began with 10 boxes placed in

prominent locations in the heart of town and gradually increased the number to 200. About 500 locations like shops, theatres, big stores, supermarkets and textile showrooms were approached, but many refused as they did not want to take on the responsibility.

Now the boxes are made of transparent acrylic, but the shape, size and material used have evolved over time through a process of trial and error. First they used square, non-transparent plastic boxes with rivets, which were non-usable after being emptied. Now the boxes are compact and take little space on the cash counter where the cashier can easily keep an eye on them. The bottom is made of stainless steel and the locks are beneath the base and easy to open. Only HMH has the keys. The transparent box with the HMH logo of a *gopuram* (temple spires) filled with donations motivates others to give.

The donation box scheme is limited to Chennai alone. Almost all the boxes are in shops with few in small hotels. Five star hotels have not been targeted because it is difficult for the staff to approach the top managers. HMH's staff is not very sophisticated and the five star ambience is intimidating, whereas small shopkeepers are easy to approach.

They also have a version of the *hundi* in the hospital for patients and their relatives to contribute. But the *hundis* are in the image of a deity placed in a plastic box. Grateful patients put in money as an offering to God.

One staff member is in-charge of the 200 donation boxes. She divided the whole of Chennai into zones and every day she selects one area in a zone and leaves empty boxes in the selected locations in this area. Fifteen days later she goes to check that the box is still properly placed and visible, the seals are intact and so on. The participants of the scheme inform the staff when the boxes are full. Usually this takes from 2-6 months. The staff member then goes and collects it and replaces it with another one.

The full boxes are brought to the hospital and opened in front of a minimum of three persons—usually a supervisor, the staff member or accountant and a public witness (ward staff or in patients). The amount is entered in a register and a receipt given to the participant who has kept the box. Some of them paste this receipt on the box.

Places are selected where the capital investment of the business is high, there is a good daily turnover and the image of the place is respectable. The place must have a fair number of visitors who are generally buyers and will have cash to put in. Secondly, the owner or manager must be

willing to keep the boxes in a visible place, often on the cashier's desk. Once the owner and staff have agreed to take the boxes, rapport is developed so that a suitable display and safety is ensured.

The collections have gone up steadily as HMH has become better known. It is likely that the amount they collect can go up even more as HMH becomes familiar to more people in Chennai. However, it has no plans to increase the number of boxes, since one person can handle only so many boxes and they cannot afford another staff person right away.

The average collection in a full box generally works out to Rs 300 in two months. From 200 boxes, they can get an income of Rs 3.6 lakhs per annum, though the average has been around Rs 2 lakhs per annum. In 1999-2000 the collection from the *hundis* amounted to only Rs 38,165, because donations were diverted to the Kargil war victims and to Orissa cyclone disaster relief.

The box costs around Rs 350 and lasts for about five replacements. Other costs include staff salary and their conveyance expenses. The net gain is what remains after these expenses have been

Donation Boxes (in Rs)		
Receipts		3,60,000
Payments		
Staff salary @Rs. 3000 p.m.	36,000	
Travel expenses	12,000	
@Rs. 1000p.m.	18,000	
Box replacement costs		
Total Payments	66,000	66,000
Net Profit		2,94,000

met. HMH has not done a cost benefit analysis to see whether the scheme is worth doing.

Though the actual costs incurred were not divulged, but the most likely scenario is indicated in the table on the previous page.

So it does seem as if the scheme is a worthwhile effort in terms of net profit.

Their experience taught them that the position of the *hundi* is very important. Only if it is kept at a visible place will it attract donations and for this it must be small enough to sit on the manager or cashier's desk. Frequent visits ensure effectiveness of the scheme. Equally, if the location staff is not cooperative or helpful the scheme will not be a draw. In such a case it is best to withdraw the box. Again, they found that if the average donated amount is less than Rs 300 per quarter then it is best to withdraw the box and put it in another place.

Obituary appeals

This is one method that has not been popularly tried out in India and may not have too wide an appeal because it relies rather morbidly on following the deaths in society and appealing to emotions at a vulnerable time. It is however, based on age-old Hindu beliefs and practices and used for modern needs.

According to Hindu philosophy the soul of the deceased needs assistance in its journey to find peace and a resting-place. It is believed that this will be done

if amounts are given in charity to *brahmin* priests and other needy persons, especially on the 13th day, when the soul is said to be liberated. Then on the death anniversary too, alms are to be given in charity for the deceased's soul's peace.

The objective of the appeal is to channel this charity into a worthwhile cause for the long-term benefit of society, instead of letting it be frittered away on alms alone. Hence, during the mourning period of 13 days, an appeal is made to the relatives of the departed to contribute to the *Arogya Seva Nidhi*, a fixed deposit scheme, the interest on which goes to meet the expenses of medical treatment of poor patients during the year.

The scheme, now 10 years old, started in 1991. Srinivasan got the inspiration from a presentation at a workshop on fund raising that he attended. Right from the beginning one staff person worked exclusively for the scheme. She scrutinizes two papers daily, one a leading English daily, The Hindu and the other a Tamil newspaper for obituary notices. Then the names of the deceased person and the person who put in the notice, the address and the date of death are noted by hand in a register; the details are also fed into a computer.

There is a notebook for each quarter that records the data according to the date of death. A page is devoted to all those who died on that date. This enables them to keep easy track of when the anniversaries are due.

Within 13 days of the death, a letter

is sent condoling the death and requesting for a donation in the name of the deceased. A minimum of Rs 5,000 is requested. The letter has a tear off portion for entering the amount donated, in whose memory, the donation is made, the anniversary date etc.

Everyday, around 20 such letters are sent on an average. This means 600 letters per month. The money received from such appeals is put into the corpus for the *Arogya Seva Nidhi*, and a thank you letter and a receipt is sent to the donor. A subsequent letter to the donor mentions the details of the fixed deposit made—name of the bank, interest rate and the yield per annum. The name of the beneficiary is also mentioned. HMH also arranges for the beneficiary to also send a thank you note to the donor.

The response rate is around 3-5 per cent and the donations received are mostly for the minimum requested, i.e. Rs 5,000. Sometimes it may be Rs 10,000 in memory of two people. The total amount raised till 1999 was Rs 17 lakhs, the amount raised during the year was Rs 4 lakhs. In 2000, the amount raised for the *Arogya Seva Nidhi* was Rs 12 lakhs, though not all of this was due to the obituary appeal.

After a year, at the time of the anniversary, another letter thanks the donor for the gift and details are given of the beneficiary to whom the gift made some difference. The occasion is then used to request another donation for a amount somewhat more than the first amount to

make up for the increasing costs.

Again, HMH has no cost benefit analysis. But the only expenses against the amounts received are the salary of the one staff member in-charge, stationery, postage and costs of two newspapers per day.

Direct mail

The direct mail method began in 1992. The idea for the direct mail came from Srinivasan who had attended a fund raising conference in 1989. He decided that it was a good way to raise awareness about the hospital as well as funds. Their target audiences are people listed in the Chennai telephone directory.

Four people are on the job, some of who are handicapped and have been employed to give them an opportunity to help themselves.

The first step was to draft an appeal. This was done by one of the board members who is a doyen of the advertising world. The appeal is a one A4 size page flier that gives information about HMH and its activities. It also contains photographs of the hospital. The bottom one-third of the page is perforated and contains a donation coupon. This is to be filled and returned to HMH. The appeal is printed in bulk.

The content of the letter is updated every year for new developments and facilities. It is professionally designed to look appealing and the size, paper, material, design and appeal content has changed since the scheme began to improve the

impact. They also have separate appeals for different seasons. For instance, the appeal for the festival season is different from the one sent closer to the financial year closing when tax planning is usually done.

The current copy of the telephone directory is divided into three or more parts for easy reference. The staff then goes through each of the alphabets in the directory and writes out the names and addresses on the envelopes by hand. Every single name in the directory is covered. They are aware that the directory can be available on CD, they have not as yet got it because of the cost.

Putting flyers into envelopes is easy because there is no name on the flyer. This last was a conscious decision to save time. The entire operation is manual and they have not computerized the operations as yet. One person does about 200-250 letters per day. About 1,000 appeals are written in a day and about 20,000 go out in a month. The letter writing is done from the first till the 27th day of the month. The last three days are used for posting. By doing so the letters reach people in the first week of the following month when they get their salaries and are in a posi-

tion to contribute.

The appeals are supposed to be repeated at least 12 times, but in reality they manage to send out appeals only 4-5 times. The response rate in the form of tear off slips ranges between 3-5 per cent. It is difficult to estimate the exact amount raised because many people send in a cheque without the perforated coupon. It is then difficult to assess whether it was due to the direct mail or due to some other method of awareness raising. About 2 per cent of the appeals get returned due to wrong addresses.

Again, no cost benefit analysis has been attempted. The major costs are in the table below.

Events

In 1987 and 1988 two events were held—a Cricketers Walk called Seva Yatra in which leading cricketers like Sunil Gavaskar, Ravi Shastri walked down the main street of Chennai, the Mount Road, to raise funds. About Rs 500,000 was raised.

In 1988, a program called 'Clap for Charity' was conducted with the Indian Overseas Bank and the Rotary Club of

Cost of Direct Mailers	
Postage	Rs. 3 per cover
Cost of printing flyers	(N. A.)
Staff salaries	Rs. 2000x4 = 8000
	p.m.
Stationery cost	(NA)
Cost of directory	(NA)

Madras North. This raised about Rs 300,000. The two events were fairly successful and helped to create awareness about HMH and build its image. But HMH has not used events since then as a fund raising method, because they found that organizing skills required for such work and the number of persons required was higher than acceptable. Moreover, the risk factor in relying on such one time activities was also high. It has, therefore, relied on the other methods,

Communication strategy

The communications strategy includes written communication and personal contact. Srinivasan does most of the high level meetings while the other staff contact donors individually. Srinivasan has a vast network of contacts and the fact that he goes out of his way to help other organizations stands him in good stead when he needs help.

Personal contacts are supplemented by periodical advertisements in the newspapers. These usually appear between October and March, partly because a number of festivals occur during this period and the final deadline for tax payment (March 31). People are busy tax planning in the quarter previous to this date.

The first advertisements appear on 2 October, Gandhi Jayanti, birthday of the Father of the Nation. These are released in one major English daily and one popular vernacular newspaper. Business houses

mostly sponsor advertisements, but when sponsors are unavailable HMH itself pays for them. Within 10 days of release of the advertisement, HMH may raise about Rs 1 lakh.

HMH also advertises on local television. The target group is mostly middle class. It also uses billboards, usually sponsored by big companies, to create an awareness of the hospital. These also highlight the fact that tax benefits are available to donors.

In addition to the above are the special appeals directed to specific targets. In 1989-90 for instance, they posted an appeal to all doctors in the state on which they spent Rs 45,000 in cash and Rs 40,000 in kind in the form of services. However, the returns were only Rs 30,000, thereby incurring a loss of Rs 50,000.

On reflection, HMH realized that the donor segment chosen was probably not the best as few doctors take time off to do correspondence. The method of folding the card was not appealing and the wording was inappropriate.

HMH also designed an appeal that looked like a sweet and was targeted at sweet sellers and buyers. It was distributed to big sweet shops just before the Diwali festival. The sweet sellers were asked to include the appeal in every box of sweets sold. Similarly, an appeal in the shape of a shirt was distributed to big garment shops and department stores. Both these appeals have not been very successful in

terms of funds raised, but they may have contributed to raising awareness.

But Srinivasan plans to repeat them again after changing the design and message, because, according to him, “It takes time for a brand equity to be established and one needs to repeat something year after year, albeit in improved versions.”

Lessons Learnt

HMH learnt from their failures and successes and made modifications. The doctor’s appeal, the sweets and shirt appeals were failures, but they plan to repeat them by making changes in the appeal content and presentation. According to Srinivasan, “It takes time for people to react and for an appeal to take root. There is always a time lag between a campaign and the manifestation of the results.” Srinivasan has also presented these failures at fund raising training workshops. “Failures are important stepping stones to success and other participants’ suggestions help in tactical regrouping,” says Srinivasan.

Reflecting on their successes and failures, Srinivasan says that maintaining a low profile is advantageous. People feel they should give, because HMH really needs funds to do the good that they do. “With a high profile, every donor feels someone else has already given and there is no need for them to give,” he adds.

Moreover, the cause itself—providing healthcare for the needy—provides strong motivation to give. Word of mouth

recommendation from patients or other donors also helps.

Says Srinivasan, “But without team work, a business like approach, efficient operation of the hospital and total transparency, even a strong cause would not have helped.”

Their failures have also convinced them that certain categories of people and certain professions are not good donors. “But the most important lesson to learn,” says Srinivasan, “is that people will give when they have the money, though you think they should give when you ask. ▀

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Case 9

Refuge for the Distressed

KARUNASHRAYA — BANGALORE HOSPICE TRUST

ARCHANA SAHAY AND DAMAYANTI BHATACHARYA

WITH MURRAY CULSHAW

A Hospice is a comprehensive palliative care service for terminally ill people (whose prognosis precludes any further curative endeavor) and families. In such circumstances, a hospital, with severe limitations of space and equipment, withdraws from active care of the patient, who must then return home to pass the remaining days of his or her life in pain and suffering. The National Council for Hospice and Specialist Palliative Care services of the UK has this to say about care of the terminally ill:

“Palliative care, as the World Health Organization has recognized, is the active, total care of patients whose disease no longer responds to curative treatment, and for whom the goal must be the best quality of life for the remainder of their days for them and their families. Palliative care is now a distinct medical specialty. It focuses on controlling pain and other symptoms, easing suffering and enhancing the life that remains. It integrates the psychological and spiritual aspects of care, to enable the patients to live out their lives with dignity, as well as offering support to families both during the patient's illness and their bereavement. It offers a unique combination of care in a hospice and at home.”

A hospice, in medieval Europe, was a place where travelers and pilgrims stopped for food and shelter, or rest and help when they were dying. In the 1800s the Irish Sisters of Charity established several hospices in Ireland and England. The modern Hospice movement began in 1967 by a British physician, Dame Cicely Saunders, with the establishment of St. Christopher's Hospice in London.

In India, care for the destitute and dying has been a part of the service of Mother Teresa's Missionaries of Charity, with their homes called 'Asha Daan', in Bombay and Calcutta. The first hospice, Shanti Avedna Ashram (SAA), was set up in Bombay with a capacity of 50 beds, in 1986, spearheaded by Dr L J D'Souza, a surgical oncologist of Tata Memorial Hospital, Bombay. Two more branches have since been set up at Goa (1992) and at New Delhi (1994). Indian Cancer Society, Karnataka Branch (ICSK), and Rotary Club of Bangalore Indiranagar (RCBI) set up Bangalore Hospice Trust (BHT) in 1994, as a registered public charitable trust.

There are an estimated 700,000 cancer patients detected in India every year, of which more than 80 per cent come for

diagnosis and treatment when the disease has spread to regional nodes or beyond.

Bangalore has an estimated 45,000 new cancer patients annually, according to statistics brought out by Kidwai Memorial Institute of Oncology. Since both ICSK and RCBI have had a history of community service for cancer patients, they combined to establish a Hospice in Bangalore. Hence, BHT was established in 1994, to provide in-patient care at the proposed center, 'Karunashraya',

Organizational Structure

Dr S N Simha is the Chairman of the BHT. Kishore Rao is the Managing Trustee and G M Row is the Treasurer. Besides this the trust has 11 trustees who manage the BHT.

The trustees with their diverse backgrounds together make a very professional group of dedicated individuals. The trustees of BHT are a retired chief secretary to the government of Karnataka; an Indian Police Service officer; three doctors; three retired senior executives from the corporate sector; three businessmen; the local head of a national newspaper and a nun whose organization runs the Hospice.

All trustees devote their time to BHT on an honorary basis.

BHT has successfully obtained support from two hospices in UK in the form of formal partnership agreements. This has the advantage of the availability of advice and perhaps aid through organizations like the Overseas Development

Agency of the UK, the European Union and Canadian International Development Agency. The two Hospices are the St. Joseph's Hospice, London, is perhaps the world's oldest hospice set up in 1905 and a new unit set up a few years ago the Shropshire and Mid-Wales Hospice in Shrewsbury.

Programs and Initiatives

BHT's project has three thrust areas. Firstly, setting up and operating a 55 bed hospice, Karunashraya. Secondly, continuing home care service, supported by the day care facility in the hospice and thirdly, the center for Education in Palliative Care.

Project construction and capital costs: Karunashraya now provides 24 hours in-patient care for terminally ill cancer patients who are given a mix of intensive nursing, psychological and spiritual support that is difficult to achieve anywhere else. BHT has looked after over 100 patients in Karunashraya between opening the facility in May 1999 and till end December (of whom 70 passed away in care).

The government of Karnataka allotted five acres of land on the outskirts of Bangalore, on the Airport-Whitefield Road, just after Marathahalli. The land lease runs on a renewable thirty-year lease at a very nominal cost.

Bangalore Development Authority gave permission for construction of the hospice and betterment taxes/sundry lev-

ies of about Rs 11 lakhs (\$ 23,913) to be paid. A total of 38,000 square feet was built for the hospice, including residential quarters for nurses and helpers.

The hospice not only provides for palliative care of terminally ill patients, but also has sophisticated curative and life-prolonging equipment. The main equipment installed is for pain control and comfort of the patients. The major items are furniture and fixtures for patients, trolleys and wheelchairs, basic furniture for 10 nuns and 20 helpers, and general furniture for reception, day care center, recreation and office.

Infrastructure equipment includes a diesel generator, solar water heaters, morgue equipment, TV sets and some indoor games for recreation of patients, telephone and office equipment including two computers. Provision has also been made for an ambulance and two auto-rickshaws (all donated) mainly for use by the home care teams. Grant from Rotary Foundation, obtained by RCBI, has financed almost all the equipment.

Raising Resources

The fund raising strategy for BHT was designed to obtain donations from concerned individuals, organizations, companies and trusts. As a part of this strategy, BHT obtained income tax exemption under Section 80G (50 per cent exemption) and under Section 35AC (100 per cent exemption), and permission to receive foreign donations under FCRA.

Rao and Row are the two most prominent people of the Trust and with their influence in the corporate and voluntary sector they have contributed their perseverance, persistence, enthusiasm, confidence and wholeheartedly commitment to the cause.

The Rotary Club of Bangalore, Indiranagar, has an annual fund raising drive by organizing musical events to attract public attention; sale of greeting cards and raffle tickets to collect funds. They collected for the Hospice Rs 90 lakhs (\$ 195,652), in addition to Rs 60 lakhs (\$130,434) through Rotary International Foundation in the last four years.

Summary of Capital Costs		
Item	Amount (Rupees in lakhs)	Dollars
Site Development	13	28,260
Buildings & Other Civil works	190	413,043
Medical equipment	6	13,043
Furniture & Fixtures	61	132,608
Training & Travel	1	2,174
Linen etc	4	8,695
Contingencies (approx.10%)	25	54,347
Total	300	750,000

Some of the above costs have been met from donations in kind.

The Trust approached companies through people known to trustees and obtained sizeable donations or commitments from them. Companies who donated sums in excess of Rs 1 lakhs (\$ 2,174) include: Larsen & Toubro, Hindustan Lever, Bank of America, Castrol India, Kirloskar Electric Co, Hutti Gold Mines, Sundaram Finance, Cholamandalam Finance & Investments, Karnataka State Finance Corporation, Housing Development Finance Corporation, Suprajit Engineering, M & N Publications, Pest Control India, State Bank of Mysore, Canara Bank, ICICI, IDBI, Infosys Technologies and VXL Instruments. Indo European Machinery Manufacturing Ltd, donated Rs 15 lakhs (\$ 32,608) and committed a further sum of Rs 5 lakhs (\$ 10,869) towards the cost of the front block of Karunashraya. The civil contractors, Ashirwad, donated Rs 1 lakh (\$ 2,174).

The Confederation of Indian Industry (Karnataka Chapter) helped to organize a walkathon in 1998, involving leading industries in Bangalore, and helped in getting donations from WIPRO, TTK Prestige, Praxair, etc. BHT continues to contact new organizations and past donors.

BHT received financial support from several Trusts including F.E. Dinshaw Trust, Sir Dorabji Tata Trust, Sir Ratan Tata Trust and Sarathi Charitable Trust. The MP Gandhi Trust donated Rs 20 lakhs (\$ 43,478) towards the cost of a ward. Sir Ratan Tata Trust generously agreed to fund a substantial part of operating costs, on a reducing basis, in the first 5 years. Other associations and bodies who assisted include the Merchant Naval Officers Association and Sir Vardhaman Sthanakwasi Jain Smarak Sangh.

Over 1,000 individuals donated varying sums ranging from Rs 100 to Rs 1 lakh. The individuals donated largely because they were asked face to face or through letters.

The BHT was able to get some donations from public sector undertakings and a donation from Karnataka government.

Donations come in regularly and have increased every year since BHT started. "We are in regular touch with our donors and in regular intervals we update them about our activities. We don't miss any opportunity in chatting to people about our ideas, meeting people and talking about our work (of course not with the immediate intention of asking for

Donations Received

Year	Amount (Rs in lakhs)	Dollars
1995 to 1996	16	34,783
1996s to 1997	37	80,435
1997 to 1998	36	78,261
1998 to 1999	108	234,783
1999 up to December 1999	82	178,261

money, but to develop a contact and relationship). We are close friends of the donors and with many of them we try to build a long-term relationship,” says Rao.

Expenditure

BHT spent about Rs 235 lakhs (\$ 510,869) on the building between April 1996 and December 1999, and purchased furniture and equipment of about Rs 60 lakhs (\$ 130,434) through Rotary International grant. Consequent to cost overruns, BHT has pending bills (mainly civil work) of Rs 26 lakhs (\$ 56,521) and unfinished work (landscaping and roads) estimated at Rs 10 lakhs.

It spent Rs 19 lakhs (\$ 41,304) for home care service and administrative expenses from 1995. These costs rose to Rs 23 lakhs (\$ 50,000) in the current year, including in-patient expenses, Home care and education, growing to Rs 50 lakhs (\$ 108,695) in the fifth year. This increase in five years was due to a larger number of patients being assisted—growing from 30 to 57 in the hospice, and 25 to 45 at any given time under home care services—and higher activity in the center for Palliative Care Education.

Operating Expenses

Rao is confident that the money will continue to come through appeals to Trusts and Foundations in India and in other parts of the world. BHT plans occasional events organized with the help of local companies and appeals to a widen-

ing circle of friends and well-wishers.

BHT will cover annual operating expenses through these three sources:

► Sir Ratan Tata Trust:

It generously approved funding of operating for the first five years, on a progressively diminishing basis from Rs 13.6 lakhs (\$ 29,565) to Rs 9.39 lakhs (\$ 20,413) in 2003-04. This requires the Trust to raise Rs 10 lakhs (\$ 21,739) this year, increasing up to Rs 40 lakhs (\$ 86,956).

► Corpus

So far, the Trust has one major offer of a donation of Rs 20 lakhs (\$ 43,478) contribution to the corpus. This would produce Rs 2 lakhs (\$ 4,348) annually by way of interest.

► BHT

It will continue fund raising among business houses and individuals especially through Rotary Club of Bangalore, Indiranagar, and from appeals to the general public to meet the balance of Rs 8 lakhs (\$ 17,391) this year—in five years time it will be necessary to raise Rs 38 lakhs (\$ 82,612).

Conclusion

“We feel that we are somewhere getting lazy and complacent. Our enthusiasm level has dropped down, which is not very good. We do hope to energize ourselves as we were at the initial stages of the project,” says Rao. Exhaustion is creeping in. This is quite common in any

fund raising appeal. One difficulty is that a very small number of board members are actually contributing and committed to fund raising. “I basically feel it is fatigue that is now overpowering us. Which, I feel is natural and in due course of time we shall get over it,” says Rao. ▶

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Case 10

The Storytellers

KATHA

BOBBY BAKSHI

India has always been a land of storytellers. Over the centuries, Indians have mastered the art of story telling, be it in our epics, mythology or folk tales of different regions of the country or in our more recent writings. For thousands of years we have learnt all our lessons through stories. Every child in the country has learnt Indian values, morals and culture from his/her grandmother's stories. 'Katha'—a story—is a special legacy that continues to exist in our country from oral traditions to written texts.

"Effective education of the mind and the heart is Katha's Mission".

Started in 1988, by Geetha Dharamarajan, Katha was formally registered as a non-profit society on September 8, 1989 serendipitously, the World Literacy Day. Since then it has grown steadily and strongly from a single volunteer to more than 80 employees. Katha concentrates on publishing, education and empowerment. Its objective is to enhance the pleasure of reading amongst children and adults, both experienced readers and neo-literates and inter alia to:

- Stimulate an interest in lifelong learning that will help children grow into a confident, self-reliant and responsible adults.
- Help break down gender, cultural and social stereotypes.
- Enhance the pleasure of reading.
- Encourage, foster and applaud quality literature and translations in and between various Indian languages, including English.
- Forge cross-cultural connections through stories written and unwritten.

In the last 10 years Katha worked to increase the visibility of Indian literature at the grassroots level, with working children, public schools, colleges and universities. It also tried to increase the pool of translators available.

Programs and Initiatives

Education

Education of women, working children and those belonging to uneducated and poor families is a major concern of Katha. It believes in purposeful education and its program makes education relevant

and affordable for these children. Its educational programs inter-link innovative classroom education, relevant curriculum development, teacher training and education, interesting ways of teaching and exciting learning material and a whole range of activities that are pro-child, sustainable and initiate upward mobility. The latest modern techniques of education like computer education make these children move with changing times.

Teacher training

Katha runs non-formal education centers to cater to children who, due to social, cultural or economic drawbacks never had the opportunity to enter mainstream education or are school dropouts. Teachers are trained to teach these children with empathy and correct strategy.

Women empowerment

Through education, Katha attempts to enhance women's awareness of their rights and tries to develop their income generation skills. Through primary education and post literacy efforts and by publishing sensitive and powerful writings by women, Katha highlights issues that sensitize women regarding gender and other issues.

Publishing

Katha publishes literature and books that promote some of India's best writings on a regular basis

Kalpavriksham

The center for sustainable learning started in 1990 with the aim of making learning fun and a lifelong experience for children from poor families. A special strategy was developed to take care of the special needs of these children. Over the past 10 years, Katha worked on the premise that if these children are to remain in education, an approach that integrates teacher education with teaching/learning material development, community participation, women's empowerment and family well being is essential.

Various programs running under Kalpavriksham include:

- ▶ Katha School Of Entrepreneurship (KSE)

Established in 1990, KSE is a learning center for working and underprivileged children of Govindpuri, one of the largest slums in Delhi. About 10,000 families live in this area. The program involves about 1,300 children many of whom are working part/full-time or are totally in-charge of their homes. Each year KSE enables more than 250 children to enroll into formal schools (mostly the National Open School), and later provides them with entrepreneurial skills.

Vocational training and a skills-upgrading program are designed according to their choice or in the field in which they are engaged. Each year, two certificate courses in Small Business Management are conducted. Every child above the age of 10 is initiated into computers.

Students are charged a token fee. This is deposited in a revolving fund and used for various incentive schemes and scholarships and for higher education of deserving students.

- ▶ **Shakti Khazana**

A women's empowerment and income generation program, started in 1990, facilitates women to earn, become self reliant, skilled and empowered. The idea is that if money went directly into the women's hand it would lead them to send their children to school. Women, who were earning less than Rs 250 per month or not earning at all, now earn Rs 2,000-3,000 per month.

- ▶ **Katha Shala**

Is the center for non-formal education, crèche and pre-school for 600 students up to 11 years old.

- ▶ **Kalpana Vilasam**

Is a teacher training program and a resource center for the non-formal educators and for research in educational methodology, curriculum development and other teaching material development.

- ▶ **Shishya**

Is the learning rainbow, story-telling and culture-link workshops for kindergarten, primary and secondary schools.

- ▶ **Katha Information Technology And E-commerce School (KITES)**

Set up in the year 2000 in Govindpuri, KITES is a computer education learning program started in cooperation with British Telecom (BT). The

computer education center runs the latest software and e-commerce courses for students. BT provides the teacher's salaries teaching and learning materials, maintenance of equipment, and one staff member from BT's side to raise funds for KITES. BT gives £48,000 (Rs 32.16 lakhs) every three years to this project.

Tata Infotech donated five computers, some were moved from the Katha office and some came from individual donors.

Kanchi

The Katha National Institute of Translation started with the objective of enhancing the pool of translators in various languages. In 1996 this effort grew into 'Kanchi', named after the 2000 years old university in South Asia. Kanchi strives to extend the reach of Indian literature through translation into classrooms, both formal and informal, from primary to higher education levels. This initiative works through:

- ▶ Providing quality translations that will help make the study of languages and literatures an enriching experience
- ▶ Providing excitement through initiating proactive interactions between the many languages and cultures of India; building connections and collaborations between students and teachers.

Today the various components of Kanchi are :

- ▶ The Katha Academic Centers: In various universities across the country.
- ▶ Faculty Enhancement: Workshops, seminars and discussions.
- ▶ Sishya: Katha clubs in colleges, workshops, certificate courses, events and contests.
- ▶ ADD (Accessibility for the Differently Abled): Workshops, Braille and audio unit.
- ▶ literature.
- ▶ Katha Barani: The translation resource center.
- ▶ Kadal: The Katha adivasi and dalit literature resource center.
- ▶ Katha Sethu : Building bridges between India and the outside world. Programs that are underway are: Katha Indo-Swedish Translation Project, Internships Discover India Initiative, and Katha Khoj Initiatives.

Katha Vilasam

This story and translations research and resource center started in 1989 and has been growing steadily in terms of ideas and vision. It has:

- ▶ Katha Books: Over the last 10 years, Katha has slowly but steadily built up its name as publishers of quality fiction translations.
- ▶ Academic Publishing: India's first such program that focuses on Indian literature in translation and translation studies.
- ▶ The Katha Awards: An initiative to applaud excellence in writing, translating and editing short stories in many Indian languages.
- ▶ Kathakaar: The center for children's

Raising Resources

Katha receives most of its funding from national and international funding agencies and the government including the Ministry of HRD. These grants are normally given for specific projects to be undertaken and implemented by Katha.

Katha also receives donations from various institutions and individuals for education of children and also for its corpus fund. A small portion of its funds is generated from sale of stories translated and published as books and magazines.

Grants for specific projects constitute about 80 of its funds. Donations both individual and to the corpus amount for four to five per cent of the annual receipts and five to six per cent come from the sale

Sources of Funds (in approximate per cent)			
Sources	1998	1999	2000
Grants for specific projects	75	80.8	88.8
Donations	4.6	3.7	3.5
Publications	9.7	10	5.8

of its publications. Over the last three years this trend continued with few marginal changes (see table).

Indigenous fund raising forms only a marginal part of Katha's receipts. Over the years, although receipts from publications increased, there was no rise in its percentage terms.

Donations

Katha approaches individuals for donations to support their various programs. Regular mailers are sent to individuals and the corporate sector seeking donations and requesting them to sponsor education of individual children on yearly basis. Direct mailers are sent to residents of the city taking their addresses from the resident welfare associations and telephone directories. The response from direct mailers has not been very good. It is close to 1 per cent, while sending out mailers is expensive.

Katha also requests owners of various popular outlets to place Katha donation boxes in their shops.

A corpus fund called the Katha Resources to Educate a Child (REACH) has been established to support education of underprivileged children in areas supported by Katha. Donations are sought from the corporate sector and individual donors for the corpus fund. Katha has also been organizing events and programs with popular artists to raise money for this corpus fund. Donations to this fund amount for 25 per cent of all non-grant income

and 2 per cent of Katha's income.

Publications

Katha has taken on the unique task of translating India's best writings from various regional languages to English and other languages. It also publishes information packed empowering stories for women on gender and other issues.

The publications initially did not start as an income-generating program. Its sole objective was to bring to the forefront some of the excellent works of Indian authors and translating them mostly into English for wider readership. Katha wanted to introduce storytelling as a means of education and a way to preserve the cultural heritage of India. For a long period the program needed financial support but it became an income generating activity only in recent years.

Translations are done by a network of people who are known as 'Friends of Katha'. There are today over 4,000 friends of Katha spread all across the world who identify the best writings in their language, region and culture and also identify people who are multi-lingual. Katha through Kanchi trains these people.

Katha markets its publications extensively by its marketing division called Katha Mela. Its catalogue lists all its publications and it participates in book fairs, exhibitions and conferences all over the country to accelerate its sales.

College and school libraries are its prospective customers. Further, Katha

Mela also markets through the regular distribution channels like the local bookshops and online listing of books.

Print quality is never compromised therefore leading printers' print its publications. Recently, Penguin Publications has been bringing out Katha books on a discounted rate.

The book's price covers the actual cost and a marginal profit. The objective is to keep the prices low. The cost of a book covers the cost of paper, processing and designing and a handling cost. The target group of buyers is taken into consideration at the time fixing the cost. That is, if the book is targeted at groups that can afford to pay higher costs then its priced accordingly while some books are free.

Sale of publications has become one of the main sources of non-grant income of Katha. Its sales contribute 52 percent of the non-grant income of Katha and constitute a significant 6 per cent of the total income of the organization.

Though the profits are little in terms of money, the satisfaction is great. ►

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Case 11

Have a Heart

MANIPAL HEART FOUNDATION

ARCHANA SAHAY WITH MURRAY CULSHAW

Manipal Heart Foundation and its sister foundation 'Kiddies Heart Foundation' (which serves children under 12 years of age) is an adjunct of the private multi-specialty hospital in Bangalore, called Manipal Hospital. Dr Devi Shetty, who is now a world-renowned Cardiac specialist, established the Foundation in 1997. He and his team of cardiac surgeons provide quality heart care to all in society; concessional services are provided to underprivileged children and adults. Heart care is provided in the hospital and also through heart camps, to the rural population throughout Karnataka. In order to provide services at concessional rates the Foundation has a fund raising program. In the three years since establishment 5,000 operations have been performed on children and over 7,000 on adults. 600 of these operations have been provided at concessional rates.

Raising Resources

The fund raising program was established in 1998. It is headed by Dr Shetty, despite the fact that he is responsible for 20-25 heart operations everyday, he plays a very active part in fund raising. Dr Shetty has no experience in public fund raising.

A Canadian lady, Maureen Berlin, assists him. Berlin came to Bangalore to accompany her husband, a CEO for a multi-national company. She heard of Dr Shetty's work and offered her services as a volunteer. Berlin had been a health care consultant with international organizations—but she also had no previous experience in direct fund raising. They both have administrative assistance to help with the day-to-day management of the Foundation, they are not specifically allocated to fund raising services but provide general help. Manipal Hospital covers the costs of this administrative support.

Because Dr Shetty is such a highly regarded heart specialist his services have brought him in contact with all sections of society, including businessmen. He is frequently asked to speak at civic functions, 'evenings', 'get-togethers', 'dinners' of large groups and small groups; they may be formal or informal occasions. Dr Shetty accepts every opportunity to join a group and individuals (this may be twice or as much as five times in a week) and speak about needy children and adults who cannot afford specialists. Dr Shetty has also established a system of 'invitation dinners' to which Dr Shetty and Berlin invite persons who might be in-

terested in their work.

Dr Shetty does not accept invitations to attend functions at which he will be presented with a donation—large or small, there is no time for this. However, he attends as many meetings as he can in order to speak about his work and his dreams. He has already laid the foundation for a specialist center in Kolkata and is planning for centers in Delhi, Mumbai, and Chennai.

Donations do come in—sometimes checks are given on the spot at dinners, functions and meetings. More often checks come through the post as a result of a meeting or word of mouth spreading of Dr Shetty's work. Occasionally, donors visit the hospital and give a donation. There is no direct-mailing; there are no specially organized events other than dinners. Almost no money is spent on advertising or promotional material. One poster has been prepared for the Kiddies Heart Foundation—paid for by Dr Shetty's wife for general distribution. There is nothing else.

The Foundation has a growing list of regular individual donors and Indian Trusts and Foundations that provide assistance to persons in medical emergencies, including heart problems. If a particular need arises—Dr Shetty and Berlin make direct appeals to these sources. Donors are appreciated and taken care, mainly through an 'identity card' issued to every donor. It entitles a donor to receive a variable discount on treatment in Manipal Hospital. The Foundation also

helps donors receive prompt attention in many of the major hospitals in India. "The donors can come and see where the money they give is going. All amounts donated are used for patient care, none is used for infrastructure or salaries for nurses and doctors," says Berlin.

Since inception the Foundation has conducted 600 open-heart surgeries on children and adults who cannot afford the services. They have a set of questions by which patients deserving concessions are identified. A heart operation costs Rs 1,50,000 (\$ 3260). Persons qualifying for concessions are charged half the amount. To help with the costs, the Foundation assists the patient to get Rs 20,000 (\$ 435) from the Prime Minister's Relief Fund and Rs 10,000 (\$ 217) from the Chief Minister's Relief Fund. The balance of Rs 45,000 (\$ 978) is provided by the Foundation. This indicates that the total amount raised by the Foundation since its inception has been Rs 4,50,00000 (\$ 978,261). Out of this, Rs 1,80,0000 (\$ 391,304) has been raised from government sources and Rs 270,00000 (\$ 586,956) has been contributed through donations.

Reasons for Success

The head of the service plays a central role in promoting the work of the Foundation and in appealing for support; and for this time is allocated.

- ▶ The team, which does the fund raising (and the follow-up), is very small.

It must therefore be very efficient.

- ▶ The skills of a professional volunteer are used.
- ▶ Administrative costs are covered by a 'profit-center' allowing for donations to be used directly for patients.
- ▶ Donors are provided benefits. ▶

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Case 12

Building a Better Future

MOBILE CRÈCHES

JASREET SIDHU MAHAL

'Early childhood matters', states a poster on the wall of Mobile Crèches (MC) office in Delhi. It is a reflection of the belief guiding MC's work with children marginalized by poverty, neglect, poor living conditions and frequent movement. These are children of construction workers—'seen everywhere and yet invisible to our sensibilities, the no-where children born on one site and raised at many more'¹.

During the preparations to celebrate Gandhiji's centenary in 1969, Meera Mahadevan² noticed a child play in the rubble of the construction site while his mother carted brick and mortar. Concern for the care and growth of the child inspired her to work towards addressing the basic needs of children of construction workers. She organized a tent and started the first crèche with the help of her friends and a childcare worker. From 1969 to 1999, MC ran a total of 417 centers in New Delhi, Mumbai and Pune from where it reached out to approximately 5 lakhs children.

A Need

To grasp the intensity of work done by mobile crèches, it is important to understand the condition and needs of construction workers, in the unorganized sector. Unskilled with limited or no material-support, no wage security and restricted by language, they constantly migrate in search of work. Construction sites generally provide work from a month to a maximum of eight months at a stretch. And then it is time to move—a new makeshift camp with no basic amenities of water, electricity, sanitation, health or schooling. They are beyond the government support system or public distribution services.

Children of these workers are further marginalized due to lack of: adequate attention; stability in life; traditional social support systems; and the necessary facility for their growth. While both parents toil, they are left unattended to spend the day in potentially hazardous and exploitative conditions. Very often, older children are responsible for their younger siblings. A child taking care of another child and deprived of the opportunity to better his or her own future is a very common sight at construction sites.

MC estimates that about 60 million children of women from the unorganized sector need day-care facilities, while the government schemes reach only 5 per cent of them. In the erratic construction industry, which is subject to the boom and slump in the economy, contractors have largely ignored the requisite childcare facilities and other services specified by the existing social legislations³. Compounding this neglect is the government's relative inability to enforce legislation. And this lacuna not only contributes to the growing pool of unskilled illiterates but also violates the children's rights by depriving them of the necessary facilities and a conducive environment for survival, growth and development.

The Response

The effort of MC is to provide holistic and integrated day care facility for children at the construction site. Temporary structures are put up or existing infrastructure utilized for the crèche. And when the labor moves, the crèche also follows suit.

The activities of Mobile Crèches can be broadly classified into the following categories:

- Health, hygiene and nutrition
 - pre-natal and post-natal guidance and care for mothers
 - immunization for pregnant mother and child
 - preventive and curative medical care by a team of doctors

Objectives guiding the endeavor of Mobile Crèches⁴

- To run Mobile Crèches (day care centers) for children of construction workers, so as to suit their nomadic way of life, in order to protect them from the effects of deprivation and neglect.
- To pioneer a systematic, integrated day care program for the care of children of working mothers, drawn from the economically deprived sections of the society. The focus being on crèches, balwadi (pre-primary) and 6+ age group.
- To undertake need-based training programs for day-care and extension projects.
- To initiate child-related project(s) with individuals and organizations, having objectives similar to that of Mobile Crèches society.
- To provide support through training, guidance, supervision, consultancy, development and dissemination of educational materials, publications, training manuals and other means to those engaged in providing services to children belonging to underprivileged groups.
- To undertake community focused activities.

- supplementary nutrition for the child, pregnant and lactating mothers

- Education and cognitive development
 - infant care and stimulation for 0-2 year olds
 - pre-school education for 2-6 year olds

- non-formal education for 6-12 year olds
- admission of older children to formal municipal schools
- ▮ Training
 - one year Bal Palika (crèche worker) training course
 - need-based training for other NGOs and government agencies
- ▮ Research and documentation
 - development and dissemination of manuals, research studies, audio visuals and cassettes on childcare
- ▮ Networking and advocacy
 - working with NGOs, government and other grassroots level organizations to bring child-related issues on the national agenda

Organizational Structure

The organization's governance rests with members of the governing council and the general body at the national level in Delhi, the managing committee at the branch level in Mumbai, and with the advisory committee for the extension unit in Pune. Professionals from different areas and committed individuals are invited to join the general body. Every three years, at the annual meeting of the general body, members are elected to the governing council. Members of these bodies meet at various times during the year to deliberate upon organizational policy and project

future directions. These members share their professional and intellectual resources with MC. From the beginning, financial commitment by them was not sought since MC valued personal involvement and chose not to create patrons.⁵ It was also felt that their contribution of time, skill and energy is by itself immense.

The governing council selects the management committee and appoints the executive director of MC India. There are five directors for training, resource and documentation, program, fund raising and finance divisions. The general body is the supreme decision making authority of the organization, the governing council concentrates on broad policy issues and the managing committee looks after the day-to-day management issues. Management at the top most level has, in recent times devolved from the volunteer led to the non-voluntary body of personnel. The chief executives of the national, branch and sub-branch units function with their teams comprising of departmental heads, office and field based management and field cadres. A structure comprising of five directors for training, resource and documentation, program, fund raising and finance divisions had been created a few years back. As a result of numerous difficulties in its implementation, it has not been pursued (see Appendix E).

This structure was adopted in 1996 based on the feedback by Eicher Consultants, associated with MC since 1994, to study the organization's management practices and to suggest a structure best

suitable to its philosophy and needs. Consequently, functional departments were created and professionals were sought. There was an attempt to enhance the independent functioning of the centers through gradual decentralization, with a focus on coherence. But the implementation of these measures was restricted by internal and external factors. For a comprehensive understanding of these dynamics, it is important to trace the growth of the organization.

Tracing the process of institutionalization: MC is an evolving organization that has developed and adapted practices according to the needs that arose. Initially, the primary focus was on grasping the physical and emotional requirements in the field and identifying the relevant intervention methodologies. Since 1980, attention focused on consolidating the growing activity base and greater attention was paid towards management systems, personnel policies and hierarchical decision-making. In the systems and processes evolved during the movement towards institutionalization are embedded the seeds of the present culture, functions and dynamics within the organization.

The genesis of MC was a citizen's initiative and it was registered as a society⁶ in December 1969. Mahadevan with her small group of friends and staff relied on skills and knowledge of child and family care, gained through experiences in their own homes. Belief in the cause and commitment to sharing were the foremost consideration.

The help of resource persons (teachers and trainers) was sought and on the job training developed. There was an informal system with the decision-making authority centralized in the chairperson (Mahadevan). With no defined strategic plan of action, activities emerged from experience and needs. As Mahadevan once stated, 'from every idea germinated another'. Similar work was later initiated in Mumbai (1972) and Pune (1980).

The late 1970's was a phase of flux. Mahadevan passed away in 1977 and there was a need to consolidate the activities. Simultaneously, concerns of nurturing the commitment and quality of care necessitated decentralization of functioning and defining formal systems for effective operation. Skilled personnel were inducted to meet specialized requirements of management and program development.

The changes taking place resulted in apprehension and insecurity amongst the staff. According to a study by Michael Edward⁷ in 1982, some members of the staff went on strike because of the provisions of the Industrial Disputes Act⁸. These differences affected the internal relationships and led to a more hierarchical style of functioning, reinforcing the feelings of exclusion amongst the fieldworkers.

Today, at MC, the team consists of volunteers and permanent staff. Volunteers are responsible for governance, management and involved in field activities.

The staff comprises of literate and semi or unskilled women employed for implementing the field program and as administrative support. Differences in social and educational profiles of volunteers and staff blur because of the strong attachment to shared values—the centrality of children, practical activism and the value of manual work in the field. The respect extended to the grassroots work and acknowledgement of the challenges involved motivated and built the confidence of the program staff.

The majority of the present workforce at MC was with it since its inception. An integral part of the organization's growth, Mridula Bajaj⁹ refers to them as 'the rich and intensely experienced skilled resource pool of MC.

The induction of professionals created another level in the hierarchy. They received higher remuneration and were technically more qualified. The field staff was distant and not very receptive towards this new cadre, especially since they had not experienced the challenges of the field and nor had they been part of the organization's struggle. Amongst the field staff, there was a system of promotion up to senior field grades for the field workers. But beyond it to the management level there were very limited promotion opportunities.

According to the Michael Edward study, "At present, fieldworkers have relatively little knowledge of, or involvement in, the wider work of MC India." The interpersonal dynamics between the staff negatively influenced the attempts at de-

centralization and autonomy. The involvement of non-management staff in decision-making and transition phase needs to be enhanced for facilitating collective support to the effort. Mridula Bajaj believes that in the last few years the situation changed, especially at the senior level.

Another difficulty faced by MC is to attract and retain dynamic and professionally qualified staff. There is frequent and high turnover in the management, thus affecting the continuity of activities and initiatives. Bajaj feels that the pay scale and intensity of work could be one of the contributing factors.

External inputs on organizational development were sought from specialized agencies on three different occasions. But unfortunately, these initiatives could not be completed though they entailed considerable investment of time, energy and resources. An aspect highlighted by these external studies was the need to move towards a less hierarchical form and develop the synergies of collective action. In this context, training on techniques of 'Total Quality Management' was conducted for members of MC.

Raising Resources

Delhi, Mumbai and Pune offices raise funds independently. Though in their initial years of operation, Mumbai was supported by Delhi and similarly Pune by Mumbai. The information shared here is about the fund raising efforts in Delhi.

A broad range of donors—local and international, supports MC. Some of its key funding agencies are Save the Children (UK), Aga Khan Foundation, Edgeworth India Trust, OXFAM, Child Relief and You (CRY), British High Commission etc. The state funding was discontinued¹⁰ in 1992. With the donor preference inclining towards supporting new and innovative activities, the grant profile also changed, thus putting the pressure on mobilizing the necessary resources for the concurrent programs.

The following extract from the Annual Report (1998-99) illustrates the percentage composition of income: “The income in Delhi rose from Rs 108.58 lakhs to Rs 117.54 lakhs—a meager increase of 7.62 per cent. Of the total income 63.12 per cent was from foreign grants and 36.88 per cent came from local grants, trusts, fund raising activities, contractors and individuals”¹¹. The report also defines the MC’s ‘fund raising’ effort as consisting of “the annual fund raiser, child sponsorships, the ‘Holi campaign’ and other such smaller activities undertaken to raise funds and promote awareness on child issues”.

According to the Michael Edward study, “The organization is not increasing its dependence on foreign donors and rather attempting to generate more resources from diverse indigenous sources.” The study also attributes the organization’s financial stability to the decision of the trustees in late 1970’s, to restrict the number of centers in the field program within

Mobile Crèches has multiple sources of funds, which can be broadly categorized as:

- Funding agencies and institutions

Foreign

Multi lateral and bilateral agencies
International grant making agencies

Indian

Government organizations and schemes
Indigenous grant making organizations

- Stakeholders

Contractors

Community

- Resource generation activities

Donors—Corporate and Individual

General donation to the corpus fund

Child Sponsorship

Event sponsorship

In-kind (product) support

Events

a) Plays b) Film premier c) Jumble sales

d) Holi campaign

Art exhibition and auction

Income Generation

Sale of cards and masalas (spices)

manageable financial limits. Since 1977-78, MC has also built up a corpus fund. The funds with MC have been invested into deposits and bonds yielding interests at competitive rates. Rs 7.04 lakhs had accrued as interest in the year 1998-99. It formed 5.99 per cent of the total income of that year.

The strategy of MC can be more appropriately referred to as resource mobilization. For it is a combination of effectively utilizing existing resources and simultaneously accessing new resources.

The term 'resources' incorporates financial and non-financial support.

Fund raising personnel

Fund raising has always been the forte of volunteers. It was in 1996, that a fund raising department was created. It was headed by a director, and assisted by volunteers and staff. This department witnessed a very high turnover and there was no fund raising director for a substantial period¹².

The flux created by these frequent movements is apparent from the following example. In 1994, a management person with experience in advertising was associated with MC. She was of the opinion that the fund raising effort should be organized on a bigger scale. She conceptualized and developed proposals on communication strategy, corporate support and direct mail. She left after one and a half years, and following that many individuals joined but did not stay for long. This adversely affected the continuity of the program initiated.

The fund raising volunteer group traditionally was made up of 6-8 women with good contacts with the corporate world and an intense association with MC. By 2000, there were only two part-time volunteers assisting the designated member of the management committee.

Anjali¹² feels that committed fund raising volunteers normally get drawn into other activities of the organization. Fund raising is a specialized field needing a cre-

ative and systematic approach. Finding the right caliber individual to take up the effort has been very difficult. One of the possible reasons is the absence of this aspect from the training of social workers. And individuals from the management stream inclined towards joining the social development field are still limited due to wage differentials and job comfort.

In the initial years the activities of MC were sustained through resources mobilized from indigenous sources, especially through personal contacts. Mud pots serving as piggy banks were placed in people's homes, children of friends were persuaded to collect books and paper, women were encouraged to sell marketable household waste and garment outlets were contacted for export rejects for jumbo sales. Request letters were written to individuals, clubs and agencies for support. According to Devika Singh¹³ in her article 'Exploration—A decade of Mobile Crèches' in Eklavya¹⁴, "The only method of publicity that was used was to bring individuals to the crèches. However simple, however rudimentary, the concreteness of the work is what generated immediate response and many people became interested." Funding from international organizations started in 1971. And government support began in 1972.

Fund raising at MC has a long history of a variety of activities undertaken and later discontinued (see table).

Important Developments Related to Fund Raising¹³

1971	Support from IGSSS and UNICEF began
1973	Support from the government received from Ministry of Health and Ministry of Education
1973	Funding sources diversify to include Oxfam, CRS, local business houses, embassies, greeting card sale and initiated an income generation activity of preparing pickles and freshly ground spices.
1974	Opened a sales counter of its products and other handicrafts. Also started a kiosk serving mid-day meal, tea and snacks.
1975	Other organizations request for training on child care
1976	A fund raising event - a film premier organized for the first time
1977	Some contractors contacted MC and requested for crèches at their site. Corpus fund created
1977-78	Encouraged volunteers to stock the products at home to facilitate sale in their neighborhood and to friends.
1981	MC participated in a seminar organized by Oxfam on fund raising.
1986-87	Fund raising for constructing of the building began.
1994	Organized 'Art for children's sake', a seven-day exhibition cum sale of paintings and sculptures donated by 60 renowned artists at India Habitat Center, one of the MC intervention site.
1996	New organizational structure implemented and the fund raising department created, headed by a fund raising in-charge. Annual report mentions an increase in support from contractors and contribution by the community for managing activities of the centers.
1997-98	Launched the 'Holi Campaign'.
1998-99	One staff member attended a training program on income generation. An orientation for potential volunteers organized. A workshop titled 'Building lives on building sites', organized to sensitize the community of builders to the issue of children.

Expenditure on fund raising

The annual reports of the following years show the percentage of expenditure on fund raising efforts¹⁶. In the 1980's, this expense was incorporated into the administrative expenditure.

Year	Percentage	Year	Percentage
1974-75	6	1995-96	5.36 ¹⁷
1975-76	4	1996-97	1.22
1977-78	2.2	1997-98	0.45
1979-80	1	1998-99	0.42

Friend raising

At MC, friend raising is an integral component of fund raising. During its various fund raising drives, there was a conscious effort to share information on the social issue and facilitate people's support (financial and non-financial) to the children's cause. According to Anjali, "She became aware of the conditions of children of construction workers during an art exhibition organized by MC. And the sincere endeavor of the organization motivated her to join as a volunteer and share her time, skill and concern in making a difference."

MC valued in-kind and skill support right from the beginning, when the genesis and functioning of the organization

Percentage of income raised (A consolidation of Delhi, Mumbai and Pune. Does not include grants and earmarked donations from funding agencies)						
Year	1972-77	1977-82	1982-87	1987-92	1992-97	1997-99
Contractors support	11.04	4.04	7.80	7.62	9.86	11.68
Donations*	31.54	9.91	9.84	7.03	11.43	8.73
Bank interest and corpus fund	0.82	2.31	0.35	3.20	3.49	7.69
Fund raising**	14.60	5.56	4.45	3.70	5.37	6.95
Building fund and maintenance	0	0	0	1.64	0.48	***
Miscellaneous	0.60	2.66	2.43	8.94	0.94	0.99
Total	58.74	24.58	24.87	32.06	31.57	35.71

* By individuals, organizations and from overseas

** From events, greeting cards, sale of spices etc

was largely volunteer dependent. They were an important resource in implementing the program and promoting its sustainability. While all the annual reports acknowledge the important contribution made by volunteers, the report of 1977-78 lists 57 volunteers associated with the organization and for the year 1978-79, 46 volunteers were mentioned.

Over the years, volunteers with diverse areas of specialization contributed in a wide range of activities such as conducting training programs and workshops, extending consultancy support, accessing their personal contacts for resource mobilization, helping in organizing fund raising events, assisting in the management and also participating at the field level. Anjali feels that the volunteer group can be broadly classified into two categories—the visionary leader who is a part of the management and those associated with a specific activity due to their skill or interest.

There is a gradual decline in volunteer participation. The Michael Edward study states that in the third phase of organization transition (1991 onwards) there was a gradual withdrawal of volunteers from the executive positions, especially with the increasing entry of professionals. Bajaj feels that this decreasing volunteer association is a universal trend due to increasing pressures of work and family on an individual's time. Concern at the shrinking volunteer base motivated the management to find ways of accessing people who could get involved in a variety of activities during special events or more regularly at the office or centers. They consulted Achna Kumar, who was compiling a thesis on 'volunteerism', to help conceptualize and design a formal volunteer program.

A 'Volunteer Orientation' event was planned for the first week of February 1999, in order to initiate the immediate involvement in the Holi campaign. Invi-

tations were sent to close to 30 prospective volunteers with flyers detailing the activities. Along with the staff and regular volunteers, 10 of the invitees attended the orientation. According to the annual report, “The response to our follow-up was lukewarm and the effort to bring in new friends continues.”

Community participation and support

Bajaj, in the preface to the annual report (1998-99) wrote, “Organizational goals and strategies were required to respond to the external demands of empowering community and facilitating long term sustainability. Involvement of the stakeholders thus became imperative—increased contributions and participation by both the community and the contractors are manifestations of the programmatic changes effected therein”.

An important aspect of financial sustainability of a community service program is the potential of cost recovery. Contractors, builders and the community (construction workers and the families in the resettlement colonies) are the primary stakeholders in the service extended by MC. The scope of their partnership in the effort varies due to difference in their profile and access to resources. The contractors and builders are required under the law to provide these services on their sites.

Contractors and builders

Contractors and builders are required under law to provide crèche services on

their sites. One of MC’s endeavors is to sensitize contractors and builders to the issues and explore ways of enhanced commitment to service delivery for labor welfare. The following graph depicts the trends in the support from contractors, as percentage of the total income of MC in the specified year.



Initially, the concept of a crèche facility at the workplace was new and there were inhibitions amongst the builders to any form of intervention by an external organization. And the idea of providing funds was unacceptable. It was only after repeated requests by MC that small amounts were extended sporadically. With its growing reputation for quality care, more contractors were receptive to the idea of a crèche but were still not ready to extend financial help. Gradually, with the insistence by the organization for a more substantial contribution, a minimum capital support for the place, electricity, water, and a helper became mandatory. The percentage of contractor’s contribution to

the cost of running the center, with reference to cost per child, varied from 17- 80 per cent. According to Bajaj, the gap in the complete cost being borne by the contractor or the client is because of the difficulty in projecting the exact amount of expenditure.

Ingenious methods of approaching the client (principle employer) for support were tried. In the case of Canadian High Commission, they were willing to incorporate the cost of the crèche into the construction budget. Today, big corporate houses like Maruti Udyog and Unitech, as part of their policy, are supporting the crèches on their construction site. The support from the builders is largely influenced by the relationship of MC with a few 'key individuals in the company'.

"In its thirty years in Delhi, Mobile Crèches has worked with more than 100 builders—some of them leading names in the country—and come a long way in its relationship with the building community. Today, there is a greater interaction between the site personnel and our children, a better attitude towards the worker and more support for the crèche on site. The contractor hires local help for cooking and cleaning, often provides transport for local trips or hospital follow-ups, and in a few cases covers as much as 80 per cent of the running costs of a center. There are nevertheless huge challenges—many of our old and new partners still believe in lump-sum payments that have no relation with the cost or the number of children, the monthly payments are often late and

the living conditions continue to be deplorable". (Extract from the annual report for the year 1998-99.)

The community

Construction workers and residents of slums and resettlement colonies have limited resources, thus restricting their capacity of financial contribution towards the running cost of the crèche services used by their children. The belief of MC in peoples' participation and community ownership of the program has facilitated their involvement through token contributions in cash or kind. Though the support of the community takes different forms, the monetary component in the year 1998-99 was Rs 1.66 lakhs. However, the earlier practice of receiving free or highly subsidized services has resulted in reluctance in the community to accept increasing financial responsibility. MC plans to gradually withdraw from permanent centers by handing over complete responsibility to the community. But for a successful transition, support of the field worker is most crucial since he/she is the representative of the organization in the center. According to Bajaj, "In the face of resistance from communities, there have been inhibitions amongst the field workers about implementing the increase in community's contribution."

Child sponsorship

The scheme of sponsoring a child was introduced with the objective of spread-

ing awareness and mobilizing smaller contributions supporting the services to a child. It was specifically aimed at accessing individuals' participation.

The sponsorship scheme offers the following options:

- General donation of any amount
- Rs 500 for education of one child for one year
- Rs 1,500 for nutrition of one child for one year
- Rs 3,000 for day care of a child for one year.

The contributions made are eligible for income tax exemption. The potential child sponsors are reached through word of mouth, brochures distributed at events and all visitors to MC are given a copy of the annual report, flyer and sponsorship form. A file of the sponsors is maintained and after a year another request is sent. But the majority continued to be single time sponsors. Cultivating donors requires persistent effort and regular communication. This element was missing, due to the absence of adequate manpower. Lack of systematic documentation along with loss of contact with sponsors after the movement of the concerned fund raising per-

son, limited follow-up and renewal of sponsorship.

In 1998-99, an endeavor was made to contact earlier sponsors and revive the relationship. As a result of the concentrated effort Rs 1.8 lakhs were mobilized as sponsorship as compared to Rs 1.2 lakhs in the previous year.

Corporate fund raising

MC's relationship with the corporate sector is also based on personal contacts. Formal relationships at the institution levels were not forged. According to Anjali, "Sixty per cent of advertisement in the events brochure are through personal contacts of volunteers and the governing body. And when a volunteer leaves, those contacts are lost to the organization".

The corporate sector is regularly approached for financial support in the form of sponsorship of events, advertisement in brochures, donations, and also non-financial support consisting of in-kind donation of products and their stock clearance items. There was no relationship initiated with companies through the advertisements sponsored by them in the brochures. But rather, advertisements flowed from previous interactions.

In 1999, for the first time, MC's official bank, ANZ Grindlays offered to mail request letters for child sponsorship to 500 of their clients. The response to this effort is not clear, since there have been no responses received specifying the ANZ linkage. MC also accessed employee

Child Sponsorships Mobilized	
Year	No. of sponsors
1989-90	86
1991-92	86
1993-94	82
1995-96	103
1996-97	99
1997-98	102
1998-99	72

groups in companies, such as General Electric.

In its experience with the corporate sector, MC realizes the immense potential in this sector but it is also wary of the publicity motive of the donor overriding MC's values.

Events

Since 1976, an annual event was an integral component of MC's fund raising effort. Traditionally, the event was confined to screening of a film show or a film premier. In 1991-92, the Delhi branch deviated from this practice and organized a dance recital. And since then, it has been trying other forms such as art exhibitions, concerts and plays. One of their most memorable events was the play 'Dance Like a Man' produced by Prime Time Theatre, which is well known for its numerous award winning productions. It was a part of a three-day festival of plays. The auditorium was full on the day of the show. The positive review received by the play in its earlier shows built the interest of the theatre buffs which was further heightened since the play was new and had not been staged very often. Due to the rapport with the producer and director of the play, MC was allowed to have a presence on all three days through a display in the foyer and brochure sales. This was an added bonus since they covered the production cost of only 'Dance Like a Man'.

Another interesting event by MC was

a seven-day exhibition cum sale in 1994 titled 'Art for Children's Sake'. It showcased paintings and sculptures donated by 60 renowned artists at India Habitat Center, one of MC intervention site. The artists committed to give 70 per cent of the sale proceeds as donations to MC. The exhibition was conceived and planned to generate awareness on the issues concerning migrant labor, their children and the work of MC. In Anjali's words, "There was an excellent information display and colorful brochures." The cost incurred was high, approximately Rs 6 lakhs and was covered through sponsorship.

In 1997, the organization decided to initiate small scale, low cost events at frequent intervals, because of the difficulties in finding sponsors for the annual event. Hence, the 'Holi campaign' began. Holi is a popular festival. Little packets of color, used in Holi, were made and distributed with a message wishing 'Happy Holi'. Information on the work of MC is also incorporated. Clubs, schools, private organizations and individuals were approached. A donation of approximately Rs 50,000 was collected from 5,000 individuals. Following the success of this event, it was adopted as an annual activity.

"C for clown"

On November 15, 1999 a play titled 'C for Clown' was organized. A cinematograph production from Mumbai, it traced a day in the life of six clowns of a circus. The act was a mix of mime, pantomime,

acrobatics, dance and some spoken word communicating the series of human emotions of joy, love, sorrow and death.

As is the normal practice, in July the fund raising volunteers from MC approached India Habitat Center, Kamani Auditorium and their personal contacts to find out about any interesting shows scheduled in the month of October-November. At India Habitat Center, the program department suggested 'C for Clown' and guided them to the Chingari theatre group. The quote by Chingari was reasonable. Since no one in MC had seen the play, they decided to go by the encouraging reviews received by the show earlier in Mumbai.

An alternative play suggested was 'Othello in Black and White'. Anjali had seen it before and recommended it. The group wanted Rs 100,000 for the show, and considering its potential the fund raisers at MC were agreeable. But the program personnel at India Habitat Center had inhibitions about the response to the play, since it had not attracted large crowds in its earlier shows. This feedback made the fund raisers decide on 'C for Clown'.

Having finalized the event, sponsorship for the event was sought from the corporate sector. The budget estimated was as follows (see following table):

Expenditure head	Cost
1 Production	Rs. 50,000
2 Advertisements	Rs. 50,000
4 Brochures and Posters	Rs. 25,000
5 Miscellaneous	Rs. 5,000
Total	Rs.1,30,000

The request letter for support specified the following returns to the sponsor:

- The event to be publicized through posters and advertisements in the newspaper.
- Name and logo of the sponsor to be appropriately positioned on the publicity material.
- All contributions to the event were exempt from income tax under the section 80G of the Income tax Act.

During this year, the support flowing for social causes was limited due to earlier contributions to the Kargil war and for cyclone victims in Orissa. Hence, considerable effort went into mobilizing multiple sponsors. Three companies contributed Rs 100,000, Rs. 50,000 and Rs. 25,000 respectively. This totaled to Rs 175,000. In October, the companies were approached for placing advertisements in the event's brochure. These advertisements raised Rs 3, 70,000.

Forty posters were put up in numerous places and friends of MC were contacted. The identification and planning of the event is left to the fund raising staff and volunteers. But on the day of the event all the members of MC participated and helped. Chingari also publicized the event amongst its regular patrons. In all 252 tickets were sold for Rs 31,000. The total amount raised was Rs. 5,76,000 while the costs incurred was approximately Rs 80,000, which had also been sponsored. After the event, letters were sent thanking the sponsors and the advertisers along

with a copy of the brochure.

Though relatively good returns accrued from the event, the organizers at MC were not very satisfied. The play was modern, with humor, and was not well received by the largely conservative audience. According to Anjali, if a member of MC had seen the play earlier, it would not have been taken up. In retrospect, she felt that it is most important to identify the right event since it is also a reflection of the organization's philosophy and a medium of building a relationship with the audience. She feels that 'Othello in Black and white' would have been a more appropriate play since the message was strong and it did very well in its later shows.

Income generation

As mentioned earlier, MC initiated numerous ventures, some have continued while many were later withdrawn.

- ▶ In 1971, appreciating the artwork by the children, a volunteer decided to get greeting cards printed at her own risk. After that, the activity was taken up by the organization on a regular basis. Colors and designs were tested. Potential clients were approached through personal networks. But the demands and vagaries of a commercial activity and competition from larger organizations like CRY and UNICEF resulted in the withdrawal of the activity.
- ▶ In 1973, at the initiative of a mem-

ber of MC, a small grinding unit for spices started. The kitchen staff and infrastructure was used during the slack period. The popularity of the freshly ground spices, provided the impetus to adopt it as a full-time fund raiser. Pickles and squashes were also added to the list. The volunteers helped in packaging, labeling and most importantly in marketing it amongst acquaintances and in the neighborhood. According to Singh, "Though this venture was profitable, it had to be closed down because such commercial activity came under the purview of Shops and Establishment Act, making it necessary to be registered and to adhere to the formalities. In such a scenario, it did not seem a feasible activity considering the necessary investment of money, time and energy."

- ▶ In 1974, an application was made to the New Delhi Municipal Corporation for allotment of a kiosk in a central location. The idea was to serve mid-day meals, tea and light snacks to office goers in that area. The strictures of NDMC regarding the products sold limited the returns. Hence, this venture was also withdrawn after a short span of operation.
- ▶ Numerous other techniques and methods were considered, such as tapping schools and colleges for reaching out to the younger generation and their family members. But this idea was not pursued since such

a program yields relatively small returns after a long gestation period and high manpower investment.

- ▶ The expertise of MC's training unit has been sought by other organizations. The training and consultancy fee is a potential means of generating resources. According to the Michael Edward study, Rs 40,000 (equivalent to a months running cost of the unit) were raised by this unit in the year 1996-97.

In Retrospect

Organizational and financial sustainability are emerging as key concerns of the organization. During the Eicher study, an intensive exercise of introspection took place. The need to focus on the non-program tasks was stressed. Other issues that emerged were of enhancing the in-house communication, strengthening the linkages between program and non-program staff and activities, inducing versatility into the staff profile, inducing more professionals in the management and managing the wage differentials.

MC has diverse funding base but its effective access is still person dependent. This factor is obvious from the history of taking up fund raising activities due to the volunteer's interest or knowledge. But the lifespan is correlated to the presence of the volunteer. This lack of continuity in the program restricted the fund raising effort immensely. There is a need for adopting management techniques like a feasibility

study and systematic implementation for the sustainability of any fund raising effort.

MC is still endeavoring to respond to the numerous complex and diverse elements. Its rich culture and wide experience are the strengths taking it towards its vision. In fund raising, the potential is immense and the intention to tap it is there, only the tools and methods need to be streamlined. According to Bajaj and Anjali, " We are aware of the many innovative techniques being used by other organizations and have our own ideas. Person power is what we need to realize them." ▶

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Notes

- 1 Quoted from the Mobile Crèches brochure prepared for an event in Delhi.
- 2 Meera Mahadevan, wife of a Gandhian, was the Secretary of the Women Children's Sub-committee during the centenary preparation.
- 3 The Contract Labor Regulation and Abolition Act, 1970 makes it mandatory for a crèche to be located within

50 meters of every establishment where 20 or more women are employed as contract laborers.

National Construction Workers Act 1996, Stipulates that there should be a crèche, run by a trained child care worker, to look after the children at construction sites where more than 50 women workers are employed.

- 4 As defined in the its Memorandum of Association
- 5 There were inhibitions on creating patrons.
- 6 Registered under the Societies Registration Act of 1960.
- 7 This study was conducted for Save the Children's Foundation
- 8 In that time, these provisions were applicable to the voluntary sector
- 9 Mridula Bajaj is the Executive Director of Mobile Crèches
- 10 There was a disagreement regarding the terms and conditions for childcare workers, especially since Mobile Crèches insisted on paying a remuneration higher than the statutory minimum wage.
- 11 In the same year, the total income of Mumbai comprised of 13.59% of the foreign grants, 10.92% of government grants and 75% from trusts, corporate houses, fund raising activities, contractors and individuals.
- 12 Currently, the post of director is still vacant. Anjali is on the governing council and has been actively associated as a volunteer with Mobile Crèches since 1995. She also takes care of fund raising.
- 13 Devika Singh has been actively associated with Mobile Crèches since its inception. She is presently a member of the general body.
- 14 Eklavya was the annual magazine cum journal of Mobile Crèches.
- 15 The information has been compiled from the annual reports of the Michael

Edward Study. It is not comprehensive but a reflection of the trend. The annual reports of the organization are diligently compiled (since 1970) and provide comprehensive information of the activities and a detailed statement of accounts.

- 16 In the 1970s the percentage of expenditure decreased, corresponding with the increase in funding received from external agencies. The annual reports of 1980s do not have a separate mention of expenditure on fund raising; rather it is combined into administrative cost.
- 17 The high percentage is because of the Rs.6lakhs spent on the Art exhibition. But this amount was sponsored.

Case 13

Vision for the Blind

NATIONAL ASSOCIATION OF THE BLIND

RAJIV JOSHI

Dr R T Vyas lost his eyesight when he was 11 years old. It was the time when the Quit India Movement was at its peak. He underwent treatment for two years, after which he continued his studies at Poddar School. In 1946, when he was in his pre-metric, Lady Rama Rao, wife of India's Ambassador to the UN (and on the Board of the School for Blind) directed Mangulal Shah to Dr Vyas. Shah was himself blinded due to small pox. Together, they decided to form an association that would help the blind. The late Barrister Rustom Merwanji Alpaiwala who went blind at the age of 35 due to retinal damage, joined them.

Fifty years ago, on October 19, 1947, they, along with a few blind people from Surat, including blind disciples of Pt Onkar Nath Thakur and Sardar Davar, T K Modi a reputed Barrister of Surat, assembled at Surat. This group under the leadership of Alpaiwala discussed at length to promote the cause of the blind. At the end of the deliberation, the group decided to establish an organisation for the blind. This association would promote fellowship among the blind, to help persons who were totally blind or of deficient eyesight, in acquiring literacy and industrial knowledge, obtaining suitable employment and

where necessary to grant loans and accord monetary assistance, and to do all such things to help in promoting all round well-being and welfare of the blind. The group decided to name the movement 'Blind Men's Association (BMA)'.

This association convened the first Provincial Conference for the Blind in Mumbai in 1948 under the chair of Lilavati Munshi (wife of K M Munshi, a nationalist leader) at Sunderbai Hall. The conference roped in the support of several famous people including Lila Chitnis, Lata Mangeshkar etc. Subsequently, they took the initiative in convening the first All India Conference on Work for the Blind, in Mumbai in 1952. At this conference, a resolution came from B G Kher, the then chief minister of Mumbai to establish the "National Association for the Blind, India", with its headquarters at Mumbai. It was decided to retain BMA as an association exclusively for the Blind, whereas NAB would bring the blind and the sighted together to work for the welfare of the blind. Barrister Alpaiwala, the founder President of the BMA also became the founder President of NAB (I). He guided both these organizations till his death in 1965.

Uniform Braille Code

The greatest contribution made by Alpaiwala was the establishment of a 'uniform Braille code'. In those days there were more than 10 Braille codes in use in India. Each school devised its own Braille code and in a few cases there were more than two Braille codes for the same language. The result was that a student of one school could not read the Braille book of another school. Alpaiwala directed his efforts to evolve a uniform Indian Braille code as far back as 1923. Finally, in 1949 at the instance of the Indian government, the matter was referred to UNESCO, which in turn appointed the World Braille Advisory Committee for laying down the principles for the formation of a uniform Braille code throughout the world. They also recommended these principles, for the adoption of a uniform Indian Braille. This was in 1952 and since then Bharati Braille has been in use throughout India.

Objectives

From a very modest beginning, with no office, no staff and no funds, NAB today has become the largest voluntary organization in the field of rehabilitation of the blind in particular and the disabled in general. The objectives of NAB are to create awareness in society about the need of preventing and curing blindness and to develop educational, vocational and employment services for the incurable blind children and adults. NAB has nine centers and 18 state branches across the

country covering a wide range of services vital to the welfare of the visually impaired.

NAB wants a feeling of empathy for the cause of the visually impaired and not sympathy as only this support and encouragement will help the visually impaired to reach higher realm of success.

NAB believes in total rehabilitation of visually impaired persons as this alone will help them to use their residual sensory perception to carry on as normal a life as possible. Total rehabilitation includes:

- ▶ psychological rehabilitation
- ▶ physical rehabilitation
- ▶ education and literacy
- ▶ vocational training
- ▶ employment

Leading international organizations such as the Helen Keller International, US, The Royal Commonwealth Society for the Blind, UK and the World Blind Union, Spain of which NAB is a member, regularly seek guidance from NAB in developing programs for the blind in India.

Today, NAB has a budget of about Rs 3 crore and it has 180 employees.

Program and Initiatives

Education

NAB believes that basic education is the key to the future of every blind person. More so the blind child. Of the 2 million blind children in India today, 0.12 million are of school going age. However, only 15,000 of them are fortunate enough

to receive elementary education. NAB set up the Department of Education in 1980. There are about 200 residential schools and institutions for the blind in the country, all of which are in urban areas. NAB is increasingly extending its facilities to small towns and villages. Under the Integrated Education Program, 1147 blind children in 826 villages have been admitted to 752 schools for the sighted in 15 states. To enable the blind children to keep pace with the rest of the class, NAB provides supplementary education to the blind child through a teacher who supports the child after school. The Education Department funds the state branches for the integrated education package and provides about Rs 23,000 per unit of 8-10 students.

► **NAB Mata Lachmi Nursery for Blind Children**

This was set up 20 years ago in Mumbai and has resident accommodation for about 20 children. The children are taught through sensorial apparatus and learn Braille. They are also taught singing, nursery rhymes, physical training and swimming. The medium of instruction is Marathi but elementary English is also introduced.

► **NAB Mata Lachmi Resource Room for the Visually Handicapped**

This is a special facility for college students, which started in St. Xavier's College, Mumbai in 1988. It is equipped with tape recorders, headphones, cassettes, Brailers, talking books and educational kits. It caters to the visually handicapped in college as well as other colleges in the

vicinity.

► **NAB Col Sir Jamshedji Duggan Braille Press**

The American Foundation for Overseas Blind donated equipment for the Braille press. It started in 1958 at Jogeshwari, Mumbai but later shifted to Worli. The first book by the Braille Press was "Bapuji ki jhankian" a life sketch of Mahatma Gandhi written by Kaka Saheb Kalekar. It publishes over 11 journals in English, Hindi and Marathi. This includes Varthaman, the only Braille fortnightly magazine in India.

► **NAB Hadley India**

Its correspondence courses teach home-bound blind people through Braille and sound recording. There are over 150 courses in Braille covering subjects like world history, psychology, computer science and languages like French and German. New titles and reprinted titles of old classics and epics are regularly published, adding up to 25,913 volumes. Text books for high schools are also published.

► **NAB M P Shah All-india Talking Book Center:**

This center produces hundreds of talking books each year. A talking book is simply a recording of the printed word on audiocassettes. The books range from Shakespeare to Tagore, magazines and textbooks to classics and epics, from arts to foreign languages. The talking books cover 1,500 titles in nine languages. Over 6,000 blind students and 150 institutions have benefited from these books. The

Center is equipped with three Talking Book Studios, with excellent recording facilities and many volunteers come forward to record the books. Known commentators of television, Sarita Sethi, Harish Bhimani, Dolly Thakore and others have lent their voices to these books.

► **Rehabilitation and Vocational Training**

“Are words of sympathy enough to see a blind man through life?” According to NAB, “The blind need more than that. They need to be self-supporting and need to be equipped to play a useful role in society.”

► **NAB Rehabilitation Center**

Here, the blind are taught the little things that are needed to live a normal, everyday life. Physical training and gymnastics are part of the routine training at the center.

► **NAB Mobility Training Center for the Blind**

In Bangalore this Center conducts courses, where the blind are given physical training to help them become more active and mobile. It helps them to overcome their fear of moving outdoors.

► **NAB Pheroze and Noshir Rehabilitation Center**

This provides residential accommodation to 25 blind, as well as vocational training and rehabilitation.

► **NAB Kaka Patil Center for the Blind**

This is a non-residential center for 50 trainees and is partly self-supporting

through earnings from contract work undertaken.

► **M N Banajee Industrial Home for the Blind**

It has a residential arrangement for 100 blind trainees. It provides training in light engineering, weaving, cane-chair repairing, tailoring, among others. It also has a Blindmen's Orchestra, which performs on special occasions.

► **NAB Workshops for the Blind**

In 1955, Dr Helen Keller laid the foundation stone for the NAB 'Workshops for the Blind'. The aim of the workshops was to enable the blind to earn wages on simple repetitive jobs. Vijaya Lakshmi Pandit in 1963 formally inaugurated this institute. It started with three sections, industrial, contracts and light engineering but later added carpentry, brush making and tailoring. It had a capacity to provide residential accommodation for 60 blind persons, which has now been extended to 100. The institute imparts on-the-job training to blind adults in the age group of 18-40 years by securing sub-contracts from various industries. It is partly self-supporting through earnings from contracts.

► **NAB IDBI Polytechnic for the Blind**

This provides on-the-job advanced training in engineering and mass production techniques. The engineering industry and trade then absorb the blind apprentices. So far about 100 residential trainees have been gainfully employed.

Employment

According to NAB, "For the blind, true confidence comes from knowing that they are economically independent and self-sufficient."

Besides vocational training, suitable employment goes on through the NAB Bureau of Self-Employment. The employment officer liaisons with companies and organisations to create job opportunities for the blind. Through its Home Bound Program, NAB reaches out to the blind in their homes and provides them equipment to start their own business like tailoring, knitting, and so on.

NAB Committee for the Advancement of the Status of Blind Women

It promotes the education and training of blind women in urban and rural areas. The women learn various skills that can help them to be self-employed or find employment. A Braille magazine, 'Vishwadarshan' is brought out for blind women.

Rural activities

Over 60 per cent of the blind in India are concentrated in very small towns and remote villages. NAB has therefore set up a Rural Activities Committee and through their Community-Based Rehabilitation projects have tried to cover education, social and economic rehabilitation and prevention of blindness. The community-based approach ensures that the blind person is not uprooted from his familiar

environment. NAB completed 28 projects covering 6,000 villages and provided support to over 12,000 blind in rural areas.

Prevention of blindness

In India, over a lakh children become blind before their fifth birthday. In many cases this can be prevented. NAB believes that as important as its work for the blind is what it can do to prevent blindness.

► **NAB Blindness Prevention Program:**

Launched in Mumbai and other parts of Maharashtra, the program is funded by Operation Eyesight Universal of Canada. NAB works in the slums and educates parents on various aspects of pre and post-natal nutrition and eye care. Over 1,300 teachers were trained to detect eye defects in children and take remedial action and over 52,000 children have been screened.

► **The NAB Prevention Blindness Committee**

The Committee is instrumental in setting up the All India Eye Bank Association. It brings together all the 125 Eye Banks in India. Over 3 million people in India suffer from corneal blindness. In most of these cases normal eyesight can be restored through corneal transplant.

Mobile unit

NAB set up a mobile unit for the detection and treatment of glaucoma with the help from Japanese government. The unit is equipped with modern ophthalmic appliances and visits Mumbai slums and

has been able to treat a large number of people suffering from the glaucoma and various eye ailments.

NAB Louis Braille Memorial Research Center

Here new devices, aids, equipment are constantly being developed. The methods in Braille reading are being improved upon and teaching techniques are being updated. The Center has a collection of over 4,000 books.

International relations

NAB was the founder member of World Council for the Welfare of the Blind, which later became the World Blind Union (WBU). The officials of NAB served and are serving on various committees of the WBU.

Raising Resources

Basic to all of NAB's activities is the fund raising program, which makes the various projects of the association possible. To this end a Finance Raising Committee has been set up. The committee says: "We are making the Blind see — so that a lot can and is being done for them by our centers. You can make them see that you are not blind to a good cause."

The work requires generating funds to meet the huge expenditure. NAB was fortunate to have the support of a large number of respected persons of the society to support them in their efforts right

from its inception. These persons made it possible to bring in support from all their friends and contacts for NAB.

As early as 1955, NAB had 600 volunteers to manage all the work and even now it relies on them. Funds for various activities came mainly from voluntary donations, especially through fund raising drives organized by NAB Finance Raising Committee. Mailing campaigns, school donation cards, bequests, sale of gift coupons/envelopes, greeting cards and box collections also contribute to the funds.

Involved office bearers

One factor that is crucial for NAB to be able to find support from the larger public was the devotion and dedication of its office bearers many of whom are blind.

Donor involvement

The Secretary of the Talking Book Center, Dinoo V. Gandhi says, "The person approaching a donor needs to have a good standing and rapport with him." It is also necessary to get the people involved in the project and to this end NAB has succeeded in making tailor made projects for people to be involved in. They managed to involve all the players be they the common man, doctors, lawyers, professionals, companies and others in their activities.

NAB does not spend too much on

publicity but uses word-of-mouth. It had the support of eminent persons all along. Another reason is that the persons behind NAB specially the blind, managed to rise high and are able to perform as well as the sighted in their daily lives. This led the public to see for themselves what the blind are capable of and in the process NAB managed to enlist public support. NAB has also managed to be notified under section 35 AC of the Income Tax Act for some projects, so that donations made to NAB qualify for 100 per cent exemption from taxable income.

Some of the projects are taken up jointly by NAB with big donors who are sympathetic to the cause and this has enabled it to undertake a large number of projects. The projects are also named after the donor and thus it helps in creating goodwill.

Sale of gift coupon, envelopes, greeting cards

This activity fetches NAB some donations but more important for NAB is that this acts as a publicity campaign for it among the lay public. This plays a small but significant role for the fund raising campaign of NAB.

All India presence

Another important aspect is that NAB has an all India presence that helps it in getting the support of eminent people and the public. The work that NAB has been doing over the years for promoting the

cause of the blind is there for everyone to see and that has helped to instill confidence in the minds of their donors as well as the public.

Property and money

Right from the beginning NAB approached donors for both property and money. The first property housed the M. N. Banajee Industrial Home for the Blind at Jogeshwari. After that many donors have been giving property to NAB and most of its offices and centers are housed in donated land/property. The Mumbai Port Trust donated land at Reay Road while the house of Tatas gave Rs 2 lakh and 240 acres of land at Phansa, Gujarat for setting up the Agriculture and Rural Training Center. The current Head Office at Worli Sea face was given on lease to NAB by the government on a token rent of Re 1 per year. For constructing the building, money was raised from the public at large through various fund raising drives. Rs 7 lakh were collected for the purpose in 1985.

Special events

Pune was the center for horse racing and many of friends of NAB arranged fund raising through collections at the Pune races. Many enthusiastic supporters would board the train from Mumbai to Pune for the races and it was more like a picnic atmosphere rather than a fund raising drive. This continued for some years but was discontinued later as the enthusiasm waned.

Other events organised by NAB were concerts, plays, cinema shows, and substantial collections were made through these events. These events also helped NAB to promote the cause of the blind among the public. NAB managed to rope in big names for these events ensuring the success of the event.

The fund raising done through special events slowed down and not many events take place as in earlier years. NAB feels that too much effort goes into event management and the output is not commensurate with the efforts put in. Also these days there are too many organizations hosting events and so the public sees a plethora of events and does not support events as earlier. However, one event in a year may be organized.

Helpful schools

Collections from school children started in 1958. This is one of the more successful programs. Schools are issued donation cards and children collect as much as they can from their friends and relatives and deposit the same with their class teachers. The collection is subsequently passed on to NAB. Around 100 schools participate in this drive and are issued trophies by NAB. It feels that this method also helps the children to identify with and become more sensitive to the cause of the blind. This is one method that NAB would continue to use.

Mailers

NAB regularly sends out mailers every year to its donors soliciting support and also informing them about its activities. The response to the mailers is good and helps NAB to be in touch with the donor and remind them of their commitment to the cause. This has been progressively increasing over the years and 5 per cent of NAB's collections are from mailers. NAB has been resorting to this for some time now and has been getting a response.

Utkarsh

Promoted by the Committee on Advancement of the Status of Blind Women Utkarsh makes and sells a lot of items like greeting cards, gift coupons, rakhis and torans (traditional Hindu items) and manages to generate substantial income.

Collection boxes

Initially, the collection boxes kept at retail counters and hotels managed to pull in sufficient collections but over the years there has been a decline in these collections and it is felt that shopkeepers and others are not taking a keen interest in it. The practice has been discontinued for the time being.

Vision is perhaps the most essential of the senses. With our eyes, we can see the beauty of the world, and fathom the depth and dimensions of the objects around

us. We admire a flower's hue, or the brightly painted butterfly that flits past the flower. We see a smile on a familiar face and we smile back. It is through our eyes that we remember the faces of our loved ones.

What about the people, who are 'unfortunate' enough not to have eyesight? They perhaps never saw colors, or the faces that matter. Yes, what about the blind? Do we really know how their world is; do we care enough to find out? Do we have the time to spare a thought?

"Look into your eyes and say you don't really care about those who cannot see"

(This quotation was used in the donation boxes that were kept in shops and retail counters and had a mirror whereby a customer could see himself.)

Independent initiatives

The other departments of NAB help in raising the much-needed resources and at many times raise their own proposals to enlist support. The old timers in the organisation are forever looking around to see where they can find the resources and all proposals may not go through the finance committee. For the treatment of glaucoma, Gandhi, has been making presentations throughout Mumbai and has been able to generate a large amount

of funds from doctors, companies and others. Similarly, others make presentations on their own and manage to raise resources.

Flag Day collection

The Flag Day on 14th September started off with volunteers going around the city carrying collection boxes with donations coming in the form of 10 paise coins. With the collection of so many coins, the Central Bank of India helped NAB to count the coins and issued notes to NAB. This was a tremendous help to NAB. Since then, every year NAB celebrates this day and has seen the collections rise.

It has been involving the government officials like the governor of Maharashtra, mayor of Mumbai, municipal commissioner and naval officers to conduct various programs on that day and hence is able to mobilize greater public support. Ram Jethmalani a prominent lawyer regularly contributes a lakh of rupees on NAB Flag Day since it is also his birthday. NAB is looking at a larger number of volunteers to help them during this day so that more people can be solicited for donations.

NAB believes "where there is a vision there is a way" and this belief helped them in getting the support that they need for their work.

Bequests

NAB is the only organization that gets donated resources through bequests on a

regular basis. Some Parsis initially mooted the idea and it started with Mulla & Mulla, a firm of solicitors in Mumbai, who gave a list of solicitors to NAB. Dr Vyas wrote to these solicitors requesting for support through their clients who wrote their wills. Initially, it was the Parsi community that left money to NAB in their wills. The lawyers who were favorably inclined towards NAB told their clients that part of the fees charged for writing wills would also be donated to NAB.

Later, some more businessmen started leaving money to NAB by way of bequests. One was a Sindhi businessman from Hong Kong who left Rs 21 lakh to NAB. The Parsi community, is by and large, affected by eye ailments and therefore they are willing to support an organisation that prevents such disabilities. The quantum of funds raised through bequests varies from year to year but NAB manages to still collect a substantial amount regularly.

NAB would however like to involve more people in this and plans to use the services of a blind lawyer to promote the concept among other lawyers. NAB feels that they need to now go beyond the Parsi community and approach other communities for this type of donation.

NAB has also built up a corpus fund of around Rs 32 lakh on which it earns a substantial interest.

Major Fund Raising Activities during 1996-99

- ▶ A play ' Mind your Stethoscope', directed by Mr. Bharat Dhabolkar at Sophia Bhabha Auditorium.
- ▶ 'Love is Blind' a program of Ghazals sung by Jagjit Singh and organized by Fans Club at Bhaidas Hall.
- ▶ 'Heart to Heart' a Western Musical Concert by Jeremy Spencer at St. Andrews, Nehru Center and Rang Bhavan.
- ▶ In collaboration with Procter & Gamble, NAB launched a unique project for restoration of sight called 'Drishti 2000'. On every pack of sanitary napkins sold, P & G gave NAB Re 1. The collections were about Rs 26 lakh. This amount was to benefit adolescent girls in the age group of 12-19 who became blind due to corneal opacity by corneal grafts. NAB has already done 125 operations and plans another 75 more.
- ▶ Jitendra Foundation (U.K.), Blind Foundation for India (U.S.A.) and others donated funds for distribution of 1841 Braille kits to school going children in 12 States.
- ▶ Through the earmarked funds of Navajbhai P. Seth Charity Trust, Rs 3,21,000 were distributed as scholarship to 679 students from 12 states.
- ▶ The government of Japan gave a grant of Rs 6, 75,764 to enable the Talking Book to purchase an Otari Fast Copier (from spool-to-cassette

as well as cassette-to-cassette). This would help in expediting the copying and production of current recordings.

- For printing of textbooks of VIII standard, a donor donated one metric ton of Braille paper while the printer waived the processing costs.
- Another printer printed and distributed 2200 copies of the Braille Calendar 'Kalnirnay' as well as 'Shree Manache Shlok'
- M/s. Mahindra & Mahindra donated a 40 ton capacity power press to the IDBI Polytechnic and a similar press was donated by M/s Premier Automobiles Ltd.
- Bombay Dyeing gave 400 kgs of cotton for making mattresses for blind inmates at the polytechnic.
- The Directorate of Social Welfare, Government of Maharashtra regularly provides Rs. 250 per inmate per year to the Home for the Aging Blind.
- Shree Sai Narayan Baba donated a vehicle to the Home and also gave a substantial donation for its maintenance.
- The Basement Hall of the Talking Book Complex was patronized regularly by Advertising Agencies and helped to generate funds.
- On the recommendation of NAB, the US Perkins School for the Blind awarded scholarships and admission under their International Educational Leadership Program to four students.

- NAB sold basic educational aids, equipment, Braille wristwatches, Braille alarm clocks and Brailers amounting to Rs. 23, 59,655.

The Committee on Advancement of the status of Blind Women received donations amounting to Rs. 2,82,000 and also sold goods worth Rs 54,76,000.

Future programs

- NAB is in the process of developing a volunteer base that will help them in collection of donations through its various fund raising activities.
- NAB is working out a strategy of getting the public to donate the proceeds collected from selling off their old newspapers and bottles to NAB. This will be done through local 'raddiwallahs' and will be done through the housing societies so that the method of collection is transparent and efficient.
- A concerted campaign is being organised in the next three months to involve more solicitors at the High Court through a blind lawyer to raise donations through bequests.
- A policy decision has been taken that donations raised in states will be given to the state unit for their use.
- A secondhand goods shop may be opened to collect old goods that the public might like to donate. This will be on the lines of Oxfam, UK.
- The Flag Day collections are being

intensified to involve more schools to participate in the collections.

- ▶ The Finance Committee Director attends workshops on fund raising techniques organized by different bodies so that the fund raising campaigns can be done more professionally and become more cost effective. Until recently most of the donations collected were through personal contacts and the enthusiasm shown by the various supporters of NAB.
- ▶ NAB has also been given space in a web site promoted by the corporate house ICICI. ICICI supported an organisation called the GIVE Foundation set up primarily to solicit support for social organizations from various people through Internet. The site is a focused one, where importance is given to projects in the field of education, rehabilitation and prevention of blindness. There were more than one lakh visitors to this site. The site has the following details for donors wishing to donate online:

How can I support?

1. Donate to the corpus (minimum Rs 300)
2. Educate a blind child @ Rs 3,500 per year
3. Donate a Braille kit @ Rs 600 per kit
4. Sponsor a cataract operation @ Rs 500 per operation

5. Help rehabilitate a blind adult @ Rs 2000 per person.

All donations to NAB are exempt from Income Tax in India under section 80G of the Income Tax Act. Donations for cataract operations and educating a blind child are exempt u/s 35AC (100 per cent tax exempt in the hands of the donor). ▶

Contact details

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Case 14

Helping the Helping Hands

SOCIETY FOR RURAL, URBAN AND TRIBAL INITIATIVE

TULSI CHARAN BISHT

The Brave New World of the 21st century is here.

For some of us.

The others—70 per cent of Indians—live in a medieval world without the civic guarantees a 20th century society takes for granted. Human rights are violated with impunity, and bonded labor is still a reality. Public health systems do not prevent disease, and public hospitals do not cure it. Illiteracy is widespread and millions of children are ‘educated’ in government schools where absentee teachers are the norm.

Social reality in India is a complex issue, determined by various factors such as: caste, religion, region, politics, agrarian relationships and urbanization. To understand this complexity, being there on the ground is important. Hence, a social activist or an organization working with a community knows what works for that particular community. SRUTI tries to reach to these social activists and organizations working with the communities in their struggle for survival.

In the mid-70s, especially after the J P Movement, a debate on the issue of development started. Many youths were willing to quit conventional jobs to follow

the path of struggle. However, the idea did not gain acceptance with the larger society and young activists did not get any support from outside. To encourage these young activists SRUTI (set up in 1983) came up with the idea of Fellowships to avoid agencies that normally attach strings with grants, and because individual or organizations had to work within a defined framework. Though agencies like the McArthur and Ashoka foundations were already working on same lines, the necessity was felt to have an indigenous organization.

SRUTI's Fellowship programs identify and support activists involved in building peoples' organizations at the grassroots level. These activists are committed to the twin principles of maximizing involvement of communities in their own development and maximizing resource mobilization from communities with whom they are working, while gradually reducing outside financial assistance. Financial support includes modest personal stipends for activists and a small budgetary provision for organizational expenses. Non-financial support includes exposure, training, information and a networking forum.

Applications are carefully screened and Fellowships are awarded only after visiting and assessing their work in the field. Monitoring process involves at least four contacts in a year.

SRUTI supports different kind of activities in which Fellows are involved, such as health, education, income generation, forest protection and awareness building. However, no support is given to anyone with political or religious affiliations.

SRUTI's emphasis is on seeing the Fellows and organizations independent and self-sustaining. Specially, in case of those whose initiatives have resulted in substantial reduction of oppression and social anomalies in their areas.

The next step envisages economic empowerment by raising internal resources. Economic empowerment is essential for the sustainability of the developmental process. In many cases where communities were already addressing to their specific developmental requirements, outside funding led to the collapse of these initiatives. Outside funding breeds dependency and once it stops the developmental process also comes to a halt. Hence, for a sustained developmental process, internal resource mobilization has to come through involvement of communities the activists are working with.

The executive director of SRUTI feels that outside funding acts as a demotivating factor towards community based initiatives. Giving an example, he says, "If SRUTI Fellows motivate people

in a particular region to raise their own resources to run a developmental program. A similar program being run in the vicinity by outside funding agencies has a dampening effect on these initiatives as outside funding is seen as an easy source of income."

Activists also need to enhance their analytical skills and need to place their work within a larger social and economic context prevailing in the country. Realizing this, SRUTI undertakes training program for Fellows to keep them abreast with new developments, including the legal ones. It organizes six monthly meetings of the Fellows where they get an opportunity to interact with and learn from each other's experience. SRUTI's representatives also visit Fellows in their areas whenever any assistance is required. However, SRUTI prefers to play an advisory role giving the Fellows complete freedom of operation.

Recently, the organization faced certain difficulties in running the Fellowship programs, which were growing in popularity with other donor organizations. "Fellowships offer an easy way to disburse small sums of money without the accounting hassles associated with project grants. While project grants are to be accounted for in the minutest details, Fellowships are synonymous with salary or honoraria, for which no account statements have to be furnished. A mere receipt will suffice as proof of expenditure. But a program has to be founded on certain realities and beliefs. Unfortunately, it appears that the

term 'Fellowship' has become somewhat of a buzzword in development circles, the underlying belief being that as long as you are awarding Fellowships, you are on the right track. But this is a classic case of 'form' being mistaken for 'content'," says the SRUTI brochure.

This recent spurt in Fellowship programs had its inevitable repercussions, viz., duplication on the part of funding agencies and duplicity on the part of NGOs capitalizing on the lack of coordination among donors to corner funds from as many sources as possible. Since Fellowships are intended for personal support, they opened up yet another avenue for NGO functionaries to enhance their incomes. The SRUTI Fellows were not immune to this duplicity.

There are Fellows who have opted out in favor of a conventionally funded program approach, while others, despite their belief in and commitment to such a process, are finding it difficult to continue.

The intake of new Fellows has been quite slow, as most of the applicants are reluctant to work along the lines of a struggle-based approach. SRUTI, however, has been discussing these problems with Fellows and hopes to do some collective reflection on the problems being faced.

Organizational Structure

Starting out as a vision and a one-person operation in 1983, SRUTI grew over years as an effective support organization in the voluntary sector. The growth

was gradual, evolutionary and organic. Its qualitative growth is as much a reflection of the cumulative experience and learning of SRUTI's team, as it is of a response to changing field realities.

The board members are elected for a three-year term. At present there are seven members on SRUTI's board. Every four months a board meeting is held and important matters like fund raising, investment, staffing are discussed. During these meetings the executive director apprises the board about the activities of the organization. However, if an important matter comes in between, then he informs the members.

Board members play a vital role in the organization especially in areas of ideas, fund raising, staffing and making contacts. In fund raising the major contribution of the board members comes in the form of corpus raising. Board members also play an active role in making contacts, which is a very essential part of fund raising.

SRUTI has a staff strength of 10, including the executive director. The staff plays an important role in various fund raising activities of the organization.

Raising Resources

Newspaper collection

The idea of raising money through collecting old newspapers and other household scrap (*raddi* in common parlance) came up in early nineties. "We were looking at diversifying our resource base,"

says Jain. This drive to diversify was not only to raise funds but also to get people involved. And SRUTI wanted these people to be common people who did not have much to donate but could share its vision.

“Corporate donations are dependent on contacts. If one has good contacts, just knocking one corporate door one can raise the amount in one day that one would raise by collecting and selling newspaper in one whole year. But a corporate person does not get much involved in the social activities. He may be looking for something in return as well. He might be underpaying his employees but to give himself a better image, he might donate something in charity. Or he might just be driven by the idea of washing away his sins. (*paap dhona chah raha ho*),” says Sarin, administrative officer, SRUTI.

So to have a broad base of people contributing to SRUTI’s cause, the idea to collect raddi (old newspapers, magazines) from the neighbourhood areas was incorporated in its fund raising programs. The message sent to the people was: “You may not be well off. You can give us only the scrap and this will be your contribution to the well being of the disadvantaged sections of our society”. Its slogan to the people was: “We don’t need your cash, we need your trash”.

The idea when first discussed within the organization did not get an encouraging response. It was even laughed at. Some of colleagues felt that it would be a waste of the time and energy of staff members. They felt that the labor involved was much

more than the reward.

However, as the organization wanted to involve people in its cause, a door to door visit to collect raddi started by calling upon friends and acquaintances houses. They were told about the organization’s work and persuaded to donate their scrap. They also became the links with people in their neighborhoods.

Raddi is collected once a month and a van visits all the houses. Efforts are made to collect most of it in one go to cut down on transportation costs. It is then sold to the raddiwallah (person dealing with scrap). “We would weigh raddi from each household separately and would give a receipt for the amount received from the sale. At present, we have about 250-300 houses that regularly donate raddi,” says Sarin.

During this collection drive, intellectuals, educated people and professionals were more forthcoming, while the houses of rich people were mostly inaccessible. According to Sarin, “The homes from which we were collecting raddi most resistance came from the household aides who saw it as a threat to their fringe benefits.”

“Other problems we came across were co-ordinating the household collection. Though we would inform the households and would try to collect the scrap in one go, some times the houses would be locked or the quantity would be very small. This adds to the expenses and the returns are not very encouraging. Sometimes, the security staff of the localities also

pose problems. They allow the collection only on Saturdays or Sundays. In that case the staff has to work extra hours and on holidays, making the whole exercise very labor intensive.”

To simplify the process of raddi collection and sale, SRUTI also experimented with the idea that the household would sell its raddi to visiting raddiwalah and would donate the money to it. However, the experiment did not work as the money from the sale of raddi would quickly be spent and the people had the feeling that they had to give money out of their pockets. So the experiment was abandoned and SRUTI again went back to the old method.

Expansion efforts

Efforts were made to expand the scrap collection program by raising volunteers. These volunteers would mobilise people in their localities and would also help in collecting the scrap. Housewives normally played an active role in it. “However, volunteerism has somehow lost its altruistic spirit and has been corrupted by the glitter of money. Young people want to volunteer but only if we can pay them pocket expenses or fancy T-shirts as many multinationals do,” laments Sarin.

Another effort made in this direction was to organize a scrap collection week before the Diwali festival with a message: “What you discard, we regard. Your raddi will help us”.

The idea originated from the fact that prior to Diwali festival most of the house-

holds clean, whitewash and paint their houses and it could be a good time for scrap collection. In year 1999-00, SRUTI collected scrap worth Rs 30, 000 during the scrap collection week and target for year 2000-01 is to raise Rs 50,000 from this campaign.

Schools were another possible area to focus upon under the expansion program. SRUTI targeted the schools, where apart from collection of raddi students could also be educated about the problems of the disadvantaged sections of our society. Schools were approached through school staff and teachers who then told the students about SRUTI’s programs. A box was put inside the school and the students could drop raddi in it. SRUTI’s staff periodically emptied this. Though the initial results were encouraging, it was always not a great success as after a few occasions, teachers would not follow it up regularly. A number of other organizations also started the same method and contacts with the board members of schools became important.

To give a boost to fund raising through scrap collection SRUTI also targeted the corporate offices and embassies, as they normally have scrap/ raddi in bulk. “At present, more than 20 corporate offices are donating raddi to SRUTI,” says Sarin. Raddiwalah would be called to the offices and raddi would be sold under SRUTI’s supervision. In mobilising these corporate offices and embassies, again the resistance came from the lower-rung staff, known as class IV employees. They resisted

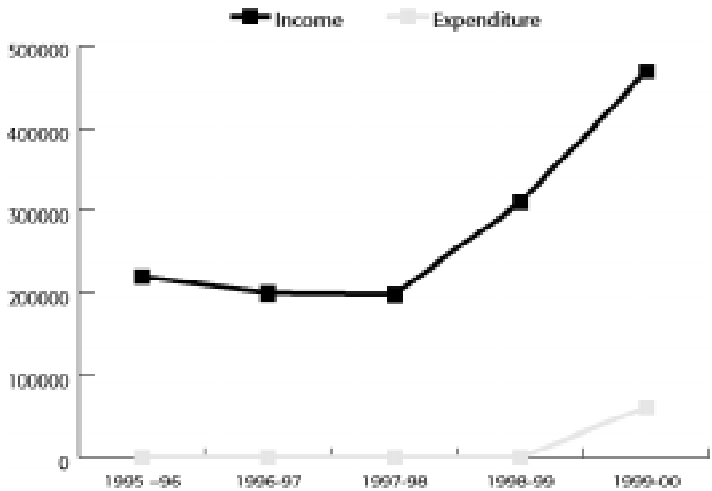
SRUTI's efforts by stating that the staff organized events for their children with the money earned through sale of scrap. Few embassies went with the demands of their staff while others preferred to give their scrap to someone working in an organized manner.

Scrap collection to raise funds so far has been limited to few localities in New Delhi area. "There are plans to expand to other localities. Our limitation is staff. If we were able to get more volunteers we would like to transform it into a peoples' movement. However, it happens over years. Our collection week is a program directed to reach to more people. The awakening is coming that scrap can

change the lot of the disadvantaged sections of our society," says Sarin.

The scrap collection started as an experiment. The idea was to send a message to the people and was initiated as a motivational drive. It is the volunteerism of the staff that is important. No specific staff is recruited, as in that case the activity might not be cost effective. The activity, along with contributing to the organization's funds, is useful in spreading SRUTI's message and raising an awareness that even the most basic things if properly utilized can be useful for the well being of the society.

Scrap and Garment Sales (1995-2000)		
Year	Income (Rs)	Expenditure (Rs)
1995-96	2,20,300	1,295
1996-97	2,00,133	1,526
1997-98	1,98,407	1,340
1998-99	3,09,749	1,182
1999-00	4,67,433	61,513



Sale of garments

Another initiative to raise funds was by the sale of garments. SRUTI approached the export houses dealing with readymade garments and appealed to them to donate from their surplus stock. The method applied was the same—beginning with friends and acquaintances and using them as linkages. However, the number of donating houses was limited. When the export industry was booming, the response was good. But now as the industry is facing a slump these efforts are not yielding desirable results.

SRUTI would collect these donated garments from the export houses and would organize an in-house sale. The prices would be same as those in the local markets selling similar products. However, SRUTI tried to ensure that the quality of these products was better than the ones being sold in local markets.

Efforts were made to organize a few sales outside the organization's premises. Some of these were in other NGOs' offices so that their staff could buy these products right there. However, it involved a lot of work. Though the overheads were not much, organising outdoor sales proved to be more expensive.

Fabri Card

"Wealth can be created from the waste", with this idea SRUTI embarked on the manufacturing and sale of products. It was already collecting cloths and scrap, and considered the possibility of using this

material to prepare greeting cards, envelopes, small bags and bottle bags. In 1991, the organization began with production of greeting cards made out of the donated file covers, followed by small gift tags. These products were sold to friends and acquaintances and the response was encouraging. This led the organization to diversify its product range. At present SRUTI's products include bags of large, medium and small sizes, shagun cards, greeting cards, gift cards and bottle bags.

The small bags have become very popular, especially with mothers. They can put gifts inside these small colourful bags for their children. The colours and patterns of these bags attract children and teenagers. These bags also act as couriers of SRUTI's messages since a brief description about its activities would be put inside these bags.

The other popular product is sagun cards/envelops. Sagun refers to an auspicious moment and plays a vital role in the Indian social and religious life. These products by SRUTI being of high quality became an instant success in the market.

Bottle bags are another popular product, the clientele being Embassies and foreign and Indian corporate houses. During festive season (Xmas, Diwali and New Year), lots of whisky and scotch bottles are given as gifts. These bags are designed as bottle containers. Initially the embassies were approached through friends and acquaintances. Participating in the fairs organized by various embassies followed. The idea spread slowly and aesthetically

designed bottle bags have become quite popular.

Manufacturing of these products initially began with using the collected scrap. Realising its potential, SRUTI went on to buy raw material to maintain quality.

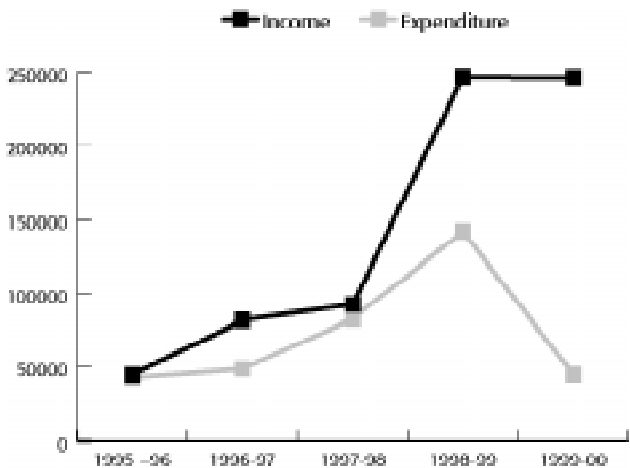
Marketing the products did not pose a problem. Besides local orders, SRUTI could tie up with a few gift shops in Delhi and Mumbai. It also participated in fairs to sell these products. As far as the items are concerned they are still unique in the market and we never had a real problem.

Adds Sarin, “Moreover, we are not an industry, we are a group of social ac-

tivists, hence the market was not the prime consideration. The aim was also to provide employment. A staff of 3-4 people work on this activity. There have been incidents when companies have tried to compete with our product. In these cases we have to absorb the shock by voluntary work.”

Volunteerism stems from motivation and SRUTI has a motivated staff. It works like a family. Everybody rises to a challenge. There is dignity of labor. If required, even the executive director would sit to give a helping hand to staff working on the products. We are doing it for a cause. No activity is below the status.

Sale of Products – Fabricard (1995 – 2000)		
Year	Income	Expenditure
1995-96	44254	42334
1996-97	81793	48404
1997-98	92276	82770
1998-99	246988	142080
1999-00	246310	44998



The organization would like to expand its fund raising activities through sale of products. Infrastructure limitations do exist. Space becomes a problem. However, expansion plans are there. Apart from designing and making new products, SRUTI would like to market their products outside Delhi and would try to tie-up with more outlets to sell these products.

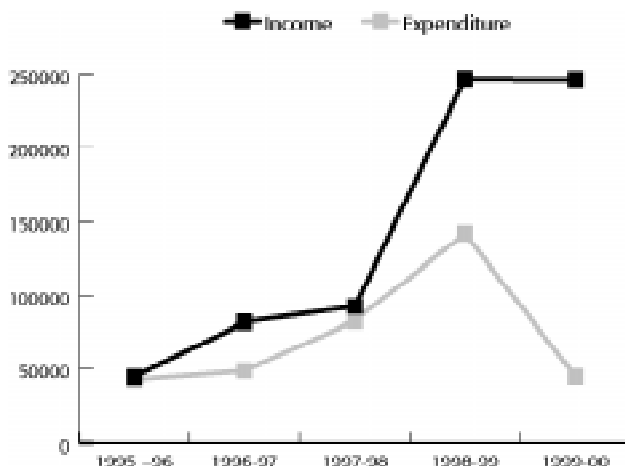
Events

Organising an event provides an opportunity to publicize the cause of an organization and to ask for money to support that cause. “In our experience, in organising an event, money comes from the sale of advertisements for the brochure

of the event. The event itself raises almost a negligible amount. An event in itself can raise funds if big names are involved. Again the sale of advertisements depends upon contacts. Today, a brochure hardly has any advertisement value. Television and other electronic media have a much larger role to play. But it is for the name of SRUTI; people buy the advertisement space in our brochure. It is basically espousing for a cause rather than advertisement,” says Sarin.

Apart from organising the “musical evening” SRUTI, also organized theatre and puppet shows. A board member who herself is a leading musician of the musical group “Just Us” plays an important role

Events (1995 – 2000)		
Year	Income	Expenditure
1995 –96	415362	***
1996-97	434354	63796
1997-98	78113	73325
1998-99	186000	110904
1999-00	62000	207128



Donations (1995 – 2000)		
Year	Income	Expenditure
1995 –96	4,11,151	
1996-97		
1997-98	5,77,963	***
1998-99	3,03,935	
1999-00	5,42,213	

in organising these events.

Sale of tickets for the event is not a big earner. The maximum ticket prices are not more than Rs 100. And to make the show an attraction, much publicity is required. The organization also has to distribute a good number of complimentary passes to the advertisers and sponsors.

Organizing an event also has its implications on other activities. To organize an event takes about two months, as the whole idea is to get advertisements and sponsorships. Though efforts are made that the other activities do not get affected, some of it always gets affected. But staff engaged in manufacturing is not disturbed.

It also requires dealing with government authorities—to get permission from the entertainment department, police authorities and fire authorities. Lots of effort is wasted in getting tickets approved. Sometimes, people who deal from these departments, also demand complementary passes. All these problems add to the cost of the event and returns are not very encouraging. More than that a lot of staff time and energy also get used.

However, SRUTI plans to continue with events as a fund raising program, by getting some personalities involved in this

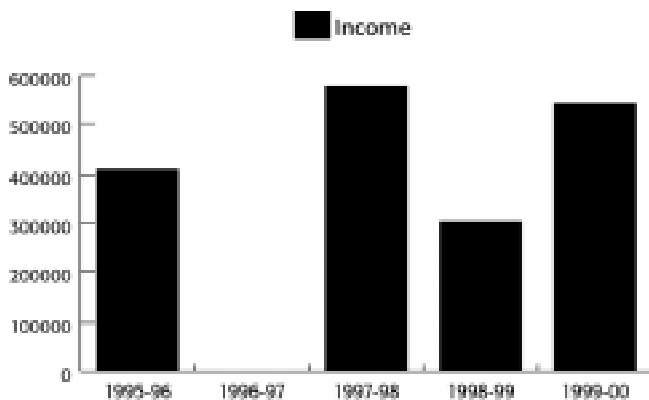
activity as “the name sells”.

Donations

“Last year after the Orissa cyclone, we were working on the rehabilitation program in cyclone affected areas. One day, while I was in the office a man came searching. He was a security man for the neighborhood where our office is located. He had some vague idea that in some part of the country heavy rains had caused great disaster. He had heard of our rehabilitation work. He came to me and said that he wanted to donate Rs 200, a considerable given his earnings. We can expect donations from people who are well off, but from some one who hardly has enough to meet his own requirements, his was a very poignant gesture and I feel that so far this was the best donation we received,” says Jain.

SRUTI relies on both corporate and individual donors, starting with friends and acquaintances, who further act as linkages with other donors. Donors, by themselves do not become regular donors. They need “to be persuaded, a regular goading is called for”.

As in other programs, SRUTI feels the need to go to individuals for donations,



as this becomes a participatory and motivational approach. It spreads the cause of the organization and more people get involved in it. SRUTI relies on approaching donors through letters as well as personal meetings. However, personal meetings are more effective in motivating people to donate.

Similarly, corporate houses are written to and personally approached. Personal contacts play an important role. For example, in Mumbai an industrialist who was an acquaintance of one of the board members called a meeting of few fellow industrialists. During this meeting SRUTI put forward its case and got donations from a few of them.

Donation from corporate houses depends upon the availability of resources. Most corporate houses set apart a fixed amount for donations annually. Here again, along with contacts, the time of approach becomes important. If one approaches at a time when the company has already donated or has committed to donate to some other organization, they have

to return empty handed.

Challenges in the new millennium stem from globalisation, liberalisation and consumerism; impinging on the Indian reality and reshaping it in ways that will crush communities that are already severely marginalized and stand at the very brink of survival. It is here that the struggle of the SRUTI Fellows and other activists throughout India are relevant. Committed as they are to living and working with communities and helping them not only to understand the implications of the economic changes and processes that have been unleashed, but also to organize themselves to struggle for a life of dignity. Financial resources are an important component in the sustainability of all these struggles.

Institutional funding not only breeds dependency, it also does not guarantee a prolonged support for the kind of interventions SRUTI is striving for. Over the years it has been working to build a sound financial base by mobilising diversity of resources. "Fund raising should be multi-

faceted as one line would get exhausted. The new ideas and challenges we have taken up are bearing fruits,” says Rohit Jain, Executive Director, SRUTI. ►

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Case 15

Bringing Hope to Mentally Ill Women

THE BANYAN

PUSHPA SUNDAR

This is the story of an organization started by two young women who could not remain indifferent to the plight of street women, who were not only destitute, but also mentally disturbed. In seven years not only have they helped the helpless, but have been unbelievably successful in raising money from individuals, companies and institutions—all non-governmental sources and mostly indigenous. Starting with small amounts raised from parents and friends to shelter their first inmates, the two founder trustees of The Banyan raised almost Rs 2 crore for a building, apart from the funds raised to support an annual budget of Rs 30 lakh.

It all began with two young girls, barely 22, from middle class families—Vandana Gopikumar and Vaishnavi Jayakumar. Nothing in their sheltered lives prepared them to take on this kind of responsibility. On the way to her college, the Women's Christian College, Vandana saw a stark naked, middle-aged woman running screaming in and out of traffic on a busy street outside the college, in Chennai. Pedestrians, motorists and on-lookers stared horrified at the scene. Some avoided looking at the woman, others continued on their way, indifferent. Still others were anxious that she would get run

over by them or someone else but were gripped by helplessness.

All except Vandana, though inexperienced, Vandana acted instinctively and fast. She shielded the woman as best she could and took her into the college where, with the help of her principal, she clothed her. Then she and her friend Vaishnavi began a seemingly endless round of calls and visits to various hospitals and NGOs to accommodate the woman and to treat her mental condition. In the process they learnt the harsh fact that the mentally ill and homeless of Chennai had nowhere to go and nobody to turn to for help.

They managed to get her into an institution. A week later, they went to find out how she was, and were told that she had recovered and had gone home. Considering the state she had been in they knew this could not be true. In any case, she was lost to them. In still another case the woman whom they had referred to the institution was said to have run away, which was quite possible since this is one of the symptoms of mental illness. In a third case when they called an institution to help a woman whom they had seen at a particular spot, the institution said that they would go quickly, but by the time

they reached the spot, the woman apparently wandered away and they could not find her. These instances left the duo disillusioned with existing institutional care systems. It was then that the duo decided to set up their own home for mentally ill and destitute women.

There are 6-7 million severely mentally disturbed people in India, and 10 times that number who are mildly mentally ill. Of these, around 400,000 are wandering homeless on the streets. Their lot is even worse than that of the male insane. They suffer verbal, physical, sexual abuse, threats of divorce and abandonment and often end up destitute. The trauma worsens an already bad condition. Many die on the streets. Facilities for shelter, loving care, cure and rehabilitation to enable them to live a life of dignity are woefully inadequate.

After a lot of thought, discussions and fact finding the girls decided to form their own organization. In August 1993, the two girls, together with three other concerned persons registered The Banyan as a trust under the Public Charitable Trusts Act with the aim of reaching out to marginalized sections of society. In keeping with their motto of "I exist, therefore I am" the vision of The Banyan was to address the rights of the completely marginalized sections of society to live and to be. The name Banyan was chosen because the banyan tree not only gives shelter under its broad canopy, but also expands by putting down roots, which in turn grow to become a strong part of the

tree. Symbolically, the banyan plays a catalyst's role, which is what they wanted the organization to be.

They looked around for a place where the women could be given shelter. Buying a place was out of question. They had no money even to rent a place, having only a few thousand rupees in their kitty, largely raised from friends, parents and trustees. A huge advance was required even to rent a place. Then one of the trustees, a retired Commissioner of Income Tax persuaded a friend to give them a bank loan of Rs 40,000 with which they rented a small place for Rs 7,000 per month and named it Adaikalam. The residential and rehabilitation home for poor, mentally disturbed women opened in 1993 with two women residents and a staff of three.

Chellammal, the first patient, wandered around for eight years, in a world of her own, abused, filthy, destitute and hungry. She survived for three years in a temple when they found her. Today, Chellammal has been reunited with her loved ones, whom The Banyan team helped to locate. She has not completely recovered but with family support and medication that The Banyan regularly sends to her, she seems on the road to recovery.

Since then, The Banyan reached out to 350 such women. Adaikalam, today houses at any given time an average of 85 residents. An average of 40 residents are rehabilitated every year at an expense ranging from Rs 3,000- 6,000 per person.

While The Banyan's rehabilitated residents are self-sufficient members of society today, expenses on maintenance medication, follow-up visits and correspondence are still required to prevent relapses. As a significant percentage of The Banyan's rehabilitated residents live in remote rural areas, sometimes below the poverty line, medical assistance in the form of timely supply of expensive and difficult to source medication is crucial in preventing relapses.

Nine full-time workers who offer day and night care look after the women in the hostel. During their overtime hours (which are not separately paid for) they attend to additional administrative functions. Similarly, office staff also support the social workers in case of need and spend a significant amount of time at Adaikalam on patient welfare related activities.

Since its inception, 210 women have been successfully rehabilitated, reunited with their families and/or are self-employed. They now lead better lives outside, though many are still on medication sent by The Banyan. In a candid appraisal, The Banyan also admits to failure with 10 per cent of the cases, who got better, but were still very emotionally vulnerable and ran away. When they talk of failure, they also include women from whom they have not heard after they have left the Home and whom they have not been able to track because of lack of resources, both human and financial. Women from North India are particularly hard to track because

of distance and cost of travel.

Today, The Banyan delivers care and psychiatric and medical services to mentally ill destitute women. It provides innovative clinical treatment and therapy; and aims at self-sufficiency through a rehabilitation program. A doctor and a psychiatrist on Adaikalam are paid a monthly honorarium of Rs 4,000. In addition there are two doctors who offer their services for free once a week. These doctors, evaluate the inmates' condition, physical and mental, prescribe medicines and do follow up. In addition they get referral support from the Sunderam Medical Foundation, which does lab tests and gives free medicines, charging only when free medicines are not available. The Banyan then buys these for the patients.

There are no applications and there is no limit to the number of people they will admit. They do not refuse anyone who has been brought in or referred by phone, by NGOs, or the police. They usually get one call a day, sometimes three a day. Often between the time of getting a call or information about some woman on the street and going to pick her up, they find that she already wandered off.

Now on an average they admit 10 people per month. Of these, five may be new patients and five are re-admissions from those who had earlier been rehabilitated but are now back for an evaluation. The average length of stay of inmates varies from three months to three years.

Of the women taken in and treated,

54 per cent have been rehabilitated; 21 per cent continue to be inmates; 7 per cent have been referred elsewhere; and 8 per cent have died. It has been a long, arduous, sometimes painful trek through uncharted frontiers for The Banyan.

The ultimate concern of The Banyan is to give the mentally ill women a chance to recover, and a future beyond the streets and the institution. The stress is on self-sufficiency and the women are being taught to make candles, handmade paper, to stitch and embroider.

A further goal is to enhance public awareness and to gather public support for mentally ill, destitute women and to influence government policy and planning for them. Therefore, apart from the rehabilitation measures in the Adaikalam, The Banyan has a public awareness campaign using billboards, which puts out facts and messages about mental illness and what can be done about it. However, they feel it may have been counter-productive as far as raising funds is concerned because advertising through billboards is expensive. Moreover, though they had a corporate sponsor, the public got the “wrong” message—that the organization could afford such expenses and did not need public donations. At the fundraising event which they did following the campaign, their in-take was lower than they expected.

Similarly, on one occasion, they invited the then reigning Miss World, Sushmita Sen, to come for an event. Though they got a lot of publicity for their cause, it also left people with the wrong

impression that she had contributed to them from her award money, which was not the case.

Now they plan to do awareness through posters, stickers at offices and other prominent places including phone booths in Chennai.

Future Plans

Though their motto, “There really is no place like Home, but with Adaikalam, we’d like to try”, sums up The Banyan vision. But soon enough the team realized that the reality was nowhere near their vision. The home was cramped and had few facilities for recreation or training. A bigger building with more facilities was needed, as was a regular and assured flow of income. With characteristic dynamism, The Banyan team set about realizing this goal.

Land was acquired—a large plot of land donated by the Tamil Nadu government—and a new building costing Rs 2 crore is coming up which will have a number of facilities for recreation, therapy and education. Says The Banyan Team, “We dream of an Adaikalam where freedom of expression can co-exist with discipline; where bustling activity can take place in a soothing environment; where a living area can be clean and yet comfortable, cozy and cheerful for our residents. This vision now forms the central message of their appeals for donations.”

Organizational Structure

While Vandana and Vaishnavi, now 30 and 29 respectively, continue to be the moving spirits, there are altogether five trustees on the board. One is a retired ambassador to the UN, another a retired Income Tax Commissioner and the third, the director of a leading institution in Chennai. Below the board are several committees and sub-committees. The eight-person management committee comes from advertising, business and medical backgrounds and also has a pranik healer, a film-star who is also a social activist and three trustees. The core committee with 19 members is an advisory body composed of prominent individuals well known in Chennai and from a variety of backgrounds such as industry, media, advertising, business, medicine and civil service.

While Vandana and Vaishnavi continue to be managing trustees and act as secretary and executive director of the Trust respectively, it has 22 full-time employees in all. A paid medical doctor and psychiatrist offer daily medical consulta-

tion. Two volunteer doctors who come once a week aid them.

An active and varied volunteer core group of about 70, brings different skills to The Banyan's work, and participates in a variety of activities.

The Budget

When they started in 1993, they had just a few thousands to their name. On March 31, 2000 their annual income was Rs 1.36 crore. The growth of income and expenditure from 1994 to date is summarized in the table below.

The Banyan has monthly recurring expenses of Rs 2.5 lakh. Regular monthly commitments in cash and kind amount to Rs 1,30,000. In addition, it receives an average of Rs 70,000 by way of ad hoc and random donations per month. The balance of Rs 50,000 is raised through fundraising initiatives and programs. These programs necessitate organizing expenses but yield at least double and sometimes triple their investment through program receipts, which are combined in

Growth of Income and Expenditure			
Year	Income (Rs)	Percentage of growth over the previous year	Expenditure (Rs)
2000	1,358,319.00	196.35	45,58,498.86
1999	458,354.40	26.82	34,77,771.52
1998	361,425.91	58.92	36,14,254.91
1997	22,74,259.30	37.28	22,74,259.30
1996	16,56,700.00	318	16,56,700.00
1995	3,96,171.90	362.40	4,25,068.56
1994	85,677.60	-	90,809.44

their accounts under the category - Donations and Program Receipts.

Income is grouped into three broad heads such as:

- Donations and program receipts (including earmarked donations for the building).
- Bank interest.
- Interest on fixed deposits.

The money goes towards medical expenses, rent of residence and office, provisions for inmates' food, travel for rehabilitation and other administrative expenses including salaries. Of the total annual expenditure of Rs 45, 58,498 administrative expenses account for 9.51 per cent whereas welfare expenses (food, medicines, rent of the Home, sanitary supplies, clothes for inmates, etc) account for 90.48 per cent. This includes direct, (food, sanitary provisions, clothing, medication, vocational training, rehabilitation, etc) and indirect expenses (salaries of staff dedicated to the Home, electricity costs of the Home etc).

Program expenses, including expenses on fundraising receipts from which go directly into welfare are included in welfare expenses and account for 20.22 per cent of the total budget.

The income as of 31 March 2000 was Rs 1.35 crore and is derived mainly from three sources:

- Donations and programme receipts (53 per cent).
- Building fund receipts i.e. earmarked donations (46 per cent)
- Bank interest and interest on investments (1 per cent)

The donations and program receipts comprise receipts in kind and receipts in cash. Of these, the receipts in kind, for example value of food or medicine donated, is around 3 per cent of the total, while cash receipts are about 96 per cent of the total receipts. The building fund receipts have been in place only since 1998 (i.e. in two years), The Banyan has raised Rs 84.5 lakh, a huge amount by Indian standards (see box below).

Sources of Income								
	1997		1997		1999		2000	
	Rs	%	Rs	%	Rs	%	Rs	%
Donations & program receipts	2267215		3446077		4552711	66	13404876	53
In cash	2182915	96	3342877	96.5	N.A.		N.A.	
In kind	84300.00	3.82	103200	3.5	N.A.		N.A.	
Total	2267215	99.82	3446077	99.5	4552711		7092146.0	
Building Fund Receipt	-	-			2249992	33	6200229.6	46
Bank & investment receipt	6944	0.18	25086	0.5	23567.29	0.5	178315.5	1
Grand Total	2274259	100	3471162	100	6826203	99.5	13470691	100

The donations come from corporations, indigenous trusts, service organizations like Rotary and Lions Clubs, the Round Table, individuals both foreign and Indian, and foreign organisations. Many of them are recurring donors. Donations ranged from Rs10 lakh to Rs 50. Depending on whether the donor is a company, a foreign donor or an individual.

Donations in kind are in the form of food provisions, toiletries, sanitary items, and medicines. These are from groceries chains, industrial canteens, pharmaceutical companies, a tea marketing company and so on. Some of them made monthly commitments for supply of food and groceries and medicines.

The Banyan gets no government grants in cash and government contribution has been limited to the grant of free land of 6.5 grounds (a little more than an acre) and a provision of free rations for 85 people. Grant contribution from foreign sources is recent. The Japanese Consulate in Chennai contributed Rs 35 lakh to build a block of the new building. Other non-Indian donors include a Swiss NGO, a foreign well-wisher, and the James Dougherty Foundation in the US which contributed Rs 2.1 lakh. The break up between foreign and indigenous funds is 90 per cent Indian and 10 per cent from abroad, mostly in the form of donations and not grants.

The new building is expected to cost Rs 1.8 crore and building specific donations received so far amount to Rs 1.5 crore.

Programs and Initiatives

“When we started we did not even think of money,” says Vaishnavi, “We were passionate about our goals and our sights were limited. We thought we were going to help a few people and could raise money from some well wishers. But then our goals kept enlarging. From helping a few people we wanted to make it a movement. From relief, we wanted to go to rehabilitation and from there to empowerment through counseling. From a small cramped shelter we wanted a spacious, free and conducive environment for our women. So our fundraising needs grew and grew.”

“We first decided how much we needed to meet our objectives and activities, and then we would begin moving towards that goal by trying to figure out how we would raise what we needed. When we began we did not realize the power of the media and that it could be put to good use. We just concentrated on our work. But soon enough we realized that we would not get far unless we raised the visibility of our cause, increased public awareness and enlisted public support. For that we had to make the media an ally. We then reached out to several well-known media personalities (both print and electronic media) as well as to film and advertising personalities and got them converted to our cause. We then invited them to be on our management and core committees. For enlisting media support and getting public attention we also prepared publicity material.”

The quality of writing and the production values of their information and publicity literature clearly speak of professional involvement. When asked about this Vandana says, “Some of the material we write ourselves, but our newsletter, publicity and advertising material is done mostly free of cost by two advertising firms—Rubicon and Ogilvy and Mather.”

The Anna Nagar Times, the local newspaper for the area they are located in, gives them Rs 30,000 per month towards their recurring expenses by setting aside for The Banyan, Rs 50 per special classifieds page.

The Banyan has employed several methods in fundraising which are listed below in order of importance according to resources raised from them:

- ▶ motivating donors through appeals, presentations and public relations
- ▶ events
- ▶ greeting cards
- ▶ contribution boxes
- ▶ sale of products and services

Almost 80 per cent of The Banyan's income is raised through these methods, and about 20 per cent is from grants.

Motivation of donors

As a result of their awareness raising campaign, several donors have become recurring donors and some have even made multi-year commitments of food and other commodities.

Through personal contacts, correspondence, presentations and appeals, donors are motivated to become involved with the cause. The Banyan team does not ask for money but instead asks a potential donor to visit and see their work. Once there, they go away impressed and become donors. Vandana got Sudha Narayanmurthy, wife of the Infosys CEO, to visit them. She gave a large donation from the Infosys Foundation.

Events

An annual spring festival called Basant Utsav is their principal fundraiser. An evening of classical dance and music is arranged in a scenic setting to attract crème de la crème of Chennai society.

Movie club

They arrange for special shows of movies, which appeal to the profile of various donors. No tickets are charged, but those invited to the movie donate more than a minimum amount for the cause. The money goes for recurring expenses.

Contribution boxes

These are placed at popular outlets—big departmental shops, cinemas, restaurants and hotels. The boxes carry a photo of some of the inmates and a message saying “We Need Your Help”. The boxes serve to remind people that The Banyan needs their money and support.

Food forever fund

Under this newly started scheme, The Banyan has used the traditional charitable preference for and practice of feeding the poor in order to get religious merit. A donor can donate a large enough sum to The Banyan, to be put into a fixed deposit in his name. The interest on the amount invested is used to feed the residents on any particular day chosen by the donor.

Combo sales

With the donation arranged by the German Consulate, a public call booth has been started for STD/ISD telephone calls, xerox and deltagram services. The booth also serves as a retail outlet for the products made at the Home by its inmates, such as cushion covers, candles, gift wrapping paper and other products. The profits from the sale of the products are shared between the inmate producer, according to the quality and quantity of work involved, and The Banyan. So far, the products made are very ad hoc and a regular production pattern and quality is yet to be established. Consequently, this is a very insignificant source of income though the public call booth is a better earner.

Greeting cards

The Banyan has been printing and selling greetings cards only since 2000 to raise some funds. It is a trial run. In this year's collection there are 42 cards, printed

on good quality art paper. They are available on both blank and printed versions. All cards cost Rs 8 each and are available in packs of 10 or cartons of 100, with envelopes. Minimum orders accepted are for 100 cards. Extra amounts are charged for customizing with logo and names. Different companies sponsor the design, printing and distribution of the catalogue.

Of the various activities for fund raising, The Banyan reckons the most successful are motivation of donors through awareness raising, the annual event and the Basant Utsav, in that order. Greeting card sales are the latest method and it is too early to say how it will do. The others bring in smaller amounts.

The first method, i.e. awareness raising of the cause attracts a cross section of donors, ranging from foreign donors, to corporations to wealthy professionals to ordinary middle class individuals.

The annual event is consciously targeted at the high worth individual, as tickets are priced very high, at Rs. 2,500 each. It attracts the well off executives from corporations, foreigners, and wealthy professionals.

The target group for the movie club is anybody who is apparently fond of good movies, but generally it attracts donors from the educated middle class and from well off professionals.

The client groups for greeting cards, is again a cross section of people, mostly from the middle and upper class, as is the case with donation boxes which are kept

Funds Raised from Different Sources			
No.	Incoming Donations	September	October
1	NSA(no strings attached)		
	CASH	4191	12346
	CHEQUE	53804	69858
		57995	82204
2	MOTI		
	CASH	12750	14400
	CHEQUE	13900	5900
		26650	20300
3	MOVIE CLUB		
	ANALYSE THIS	4100	
	FIZA	12050	
	WHAT LIES BENEATH	12300	1200
	MI2	14600	5800
	Polaris	1300	
	Laser Soft	1500	
	Real Image	2300	
		48150	7000
3	COMBO SALES		
		624.50	100
		1831.25	
		2455.75	100
4	ADAIKALAM SALES		
		660	800
			1345
		660	2145
5	PDC	60000	30000
6	MMS		
	CASH	5275	7450
	CHEQUE	14150	19132
		19425	26582
7	PMS		
	ANT	28500	21000
	MONDAY COLLECTION		
	CASH	4902	
	CHEQUE	3501	
		36903	21000
8	CONTRIB. BOX		
	Anniversary	1077	
	Food Court	975	2550
	Padmini Ramesh	1235	2996
		3287	5546
9	FFF S. Rajan	10000	0
	Ramalakshmi	12000	0
		22000	0
10	CARDS		
	CASH	200	1970
	CHEQUE	4000	11620
		4200	13590
	Grand Total	281725.75	208467.00

in clothes shops, restaurants and super markets.

Raising Resources

Vandana, is mainly responsible for fundraising, public relations, and Adaikalam, while Vaishnavi, looks after finances, administration and information systems.

But both work together on the vision and fund raising strategy. Maslyne, the project coordinator assists Vandana, and there is also a fund raising committee at the board level. However, Vandana is quick to stress, “Everyone on the staff and our board is involved in fundraising. They all carry the message of the organization and that makes a difference. Our trustees and members of our various committees—management, core and fundraising—have not only donated amounts personally but they, as well as our volunteers, have been invaluable assets in fundraising. For instance, Bhashyam the retired Income Tax Commissioner helped us get a loan for the Home from a friend.”

“M A Vellodi, the retired foreign secretary, and chairman of the board, is not only a big personal donor, but brings a wealth of experience and contacts to The Banyan’s fundraising. He helped in meeting the recurring expenses by getting big discounts for medicines from pharmaceutical companies and in suggesting to the team the organizations they should contact (e.g. the Kendriya Bhandars for getting donations of food rations). For the

new building he got The Banyan big discounts on cement and other building materials. He spends two hours every day helping The Banyan to draft and write letters of appeal and project proposals to be sent to prospective donors, apart from helping with accounts, cash flows and investments and administrative matters. “

Vellodi, on the other hand, says that it is not only active trustees and volunteers who are The Banyan’s assets in fundraising. The two founder trustees are undoubtedly the biggest draw. He says the initiative and dedication they have shown at such a young age, working in such a difficult terrain, without expecting even salaries, moves a person. He adds, “They think big and are thoroughly professional. Unless one does an event on a big scale and is prepared to put in a large investment initially it does not pay off. Moreover, both Vaishnavi and Vandana are outgoing people who keep in touch with all their friends and contacts. Hence, they have a large group of dedicated young volunteers who help at all times. My experience with other NGOs shows that the big commercial houses are very remiss in not giving to social causes. And this is because except for The Banyan, there are few NGOs putting pressure on them to give.”

“Vandana and Vaishnavi are tireless in approaching the corporations, and in finding out whom to approach and how. Moreover, they do not talk to prospective donors about donations at all. They insist on the donors coming to see the work and

then ask, "How can you help us with these problems?" Moreover their approach to the mental illness problem is unique. They stress that the Home is not an institutional solution and that the main goal is to rehabilitate the women in their own homes. Moreover, prior to beginning fund raising they had done research on likely donors to tap, based on matching of donor interest with The Banyan's cause and needs. This they keep updating."

The core committee of 18 has many prominent citizens on it including the editor of one of the biggest national dailies. The Fundraising committee is composed of members from the core and building committees. About 10 of these are active fundraisers, and many of the active volunteer workers, numbering around 60-70, also help fundraise. They make presentations on The Banyan's behalf, or make appointments for the staff to do presentations. "They give us contacts and help us in organizing fund raising events and in selling tickets. They also help us get eminent artists for our fundraisers and solicit individual donations. Staff gives whatever information support these people require. We have a publicity kit that includes fact sheets about The Banyan, newsletter, write ups on its history, our brochures, pamphlets, press publicity about us, a wish list and a covering letter," says Vandana.

Movie club

The idea of starting a movie club originated two years ago and arose out of an offer made by some of the volunteers of The Banyan who include people from the film industry. They offered to make some prints available for screening free of cost, the money raised from sale of tickets to go to The Banyan.

The Banyan did not and does not sell tickets to the movies but accepts donations instead. After the initial offers, The Banyan made contacts with more film distributors some of whom again offered to provide free prints. Presently, they get films from Warner Brothers, 20th Century Fox, Columbia Tristar and Hansa Pictures. Sometimes The Banyan pays for the print and sometimes it is free.

After the initial favorable response it was decided to make it a regular feature by forming a movie club. Every month 2-3 shows of different movies to a select invited audience comprising members of the club is arranged. The members pay Rs 1,000 per annum for which they get to see 12 movies. People are allowed to come even for single movies and pay the minimum donation of Rs 100. Such non-members are always informed about the shows.

The movies are either those not released, in which case The Banyan premieres them, or they are very popular English, Hindi or Tamil movies, for which the audience does not mind paying more.

They do not advertise in the papers

but inform members and non-members through the post, phone or by word of mouth. The members in turn tell others.

The film shows are arranged in small preview theatres with a seating capacity of 200 or so. The theatres are rented and are not free. The rent is around Rs 1,000 per show. So far they have managed to sell all seats and last year they showed 24 films.

Care is taken to make the ambience for the show, very special. Posters are put up; sweets are distributed; friendship bands are tied on the hands of patrons and so on. Patrons are offered good parking facilities and volunteers even offer to park the vehicles for them. In the intervals free cold drinks and snacks are offered. All this is for a minimum donation of Rs 100 per person. “Our literature is also made available and very often that motivates the viewers to become either one time or recurring donors,” says Maslyne.

In terms of cost per show, the figures are in the table below.

“Now we are shifting our focus of invitees from those who we think care for a cause to those who are interested in movies. This way our base is becoming wider,” says Maslyne, the coordinator for

the club. They are building a database for the purpose.

In terms of work responsibility, one of the volunteers, Dr Lakshmi Ravikanth, is the main club co-ordinator who is in-charge of identifying the films to be screened and in selecting the films along with Vandana, and thereafter in getting the prints. The Banyan’s staff collects the donations for the tickets. At the show, volunteers do the ushering and public relations work described above.

The various steps involved are:

- Identify popular movies.
- Select the movies.
- Fix up the dates and reserve the theatre.
- Inform members.
- Arrange for the refreshments, and other give-aways.
- Arrange for publicity, newspaper coverage, posters etc.
- Conference with volunteers about the event.
- Collect the donations.
- Maintain databases and expand them (long term).

Income and Expenditure for the Movie Club		
Rent of theatre,	Rs	1,000
Cost of refreshments provided free	Rs	3,000
Film print cost	Rs	3,500
		per print
Office expenses	Rs	1,000
Total cost	Rs.	8,500
Total receipts	Rs.	17,500
Net profit per show	Rs.	9,000

Fund raising events

The Banyan began with showing movies as a fundraising event. But now that has been spun off into an independent activity and the annual fundraising event is the Basant Utsav (festival of spring). This is held at Dakshin Chitra, an open-air theme park, on the outskirts of Chennai in February-March. Set amid palm trees and sand dunes it showcases the architectural heritage of the four southern states and provides an idyllic backdrop for the event, which is an evening of classical dance and music by eminent artistes.

The fundraising event has three objectives:

- ▶ To raise funds for the organization.
- ▶ To raise awareness of their cause.
- ▶ To build long term associations and get long term commitments from members of the audience.

“The period December-February is has the best season of the year in Chennai. The weather is at its most pleasant. It is the season when Chennai comes alive with classical music and dance evenings showcasing established and upcoming artistes by the premier Chennai Music Academy and a host of other sabhas (music clubs, associations) at prestigious venues.

“When the managing committee was deciding on what we should do for an annual fundraising event we reviewed the profile of people who were supporting The Banyan. We discovered that most of them were from the elite middle and upper

middle class who were interested in the liberal and classical arts. We felt they would enjoy an evening if they saw something that was not on offer in the sabhas during the season. The sabhas generally present leading south Indian artistes, and north Indian classical music and dance, though enjoyed by the cognoscenti, are not often seen in Chennai,” says Vaishnavi.

They wanted a unique venue that would create the right ambience. Dakshin Chitra was chosen because of its idyllic setting by the seashore, and because it had not been over used by others. It had the appeal of novelty as well as exclusivity. Moreover, the venue that showcases the art and architecture heritage of the south as an open-air museum matched the theme of presenting classical performing arts. It also had an open-air theatre.

When The Banyan approached the management, it was willing to pitch in. They had to pay for the venue but at a discount rate.

The Banyan decided to choose artistes who were eminent but not frequently seen or heard in the south and to make it possible for the audience to interact intimately with the artistes and their own peers.

So far they have presented Amjad Ali Khan, Hari Prasad Chaurasia and Zakir Hussain. Next year they plan to invite Shivkumar Sharma. All of them are very eminent and popular classical instrumental musicians from north India.

The first half of the program was devoted to dance and the second to music. This way, they could use the interval to introduce The Banyan and its work and to seek audience support. Thanks to choosing a good master of ceremonies this has worked well. In the first year, the artiste donated his instrument—the tabla, which was then auctioned and raised Rs 1.35 lakh immediately. The next year they were able to raise Rs 3 lakh instantly, even without an auction.

They also decided that the event had to be memorable in more ways than one. Therefore, the venue entrance is beautifully decorated. As soon as people arrive, their parking is taken care of, and they are greeted with aarti, (ceremonial circling of lights) and having a tilak (auspicious mark) put on them. They are then given a rose and a bottle of mineral water and individually escorted to their seats.

It was then decided to do away with having a chief guest and to open with the traditional Indian manner of lighting a lamp and recitation of a prayer. After the performance, the guests are invited to dinner and then escorted out at the end and given a bag of gifts to take away.

This formula has worked very well and the event is well attended by the elite and the cognoscenti. “Initially, we only planned 2-3 months ahead but now that we are raising our funds target considerably, we start our planning for the event at least 4-5 months in advance. During the planning meetings we set first the tar-

get for the amount to be raised. Then we focus on the concept, the venue, technical support and publicity. Regarding the latter we decide what, how and time phasing; when and where posters will go up, when the newspaper advertisements will come out and so on. Similarly, we decide where tickets will be sold,” explains Vandana.

Then the budget was drawn detailing all the costs to be incurred and the amounts to be raised and from what sources. Some key items were:

- Artists’ fees.
- Venue costs (Last year it was Rs 40,000. This year it will be Rs 50,000.).
- Publicity (Mostly get it free).
- Billboard advertisements (Free).
- Travel costs of artistes (They managed to get subsidized tickets from airline companies).
- Sound, light, sets (Last year the entire costs were sponsored by a company).
- Food for guests (Free first year. Last year sponsored by a hotel).
- Hospitality for artistes.
- Administrative costs (Local travel, fax, postage etc).

Money is raised from sale of tickets, sale of advertisements in the souvenir (not priced), corporate sponsorship for the event and random donations at the event. The souvenir is done free by an advertising agency.

Corporations can sponsor the entire event or sponsor parts. The sponsors are happy to pay more than the actual cost of the event because they know it is for a good cause. In addition, they get publicity on a banner as a backdrop, a brief write up on their product or service in the program and a celebrity also talks about their product. A list of all those who attended the event is also handed over to the sponsor on request, which they add to their databases.

However, The Banyan is clear that the cause and the event as a celebration of spring is primary and the sponsor's publicity is secondary. To ensure this, care is taken in selecting the sponsors. First, a list of sponsors is made. Those whose target customers match the profile of the audience likely to be invited are selected. So far the sponsors have included Nestle, Ford, Toyota and Park Sheraton Hotel. Their products or services are then displayed prominently and the tickets have their logo printed on them.

Getting sponsorship is through personal contact. The Banyan then makes a presentation. Otherwise, when it is a cold-call approach, they first fax their request to the marketing and public relations department. If they respond then a team sets up a meeting for the presentation.

Several complimentary tickets are also given to sponsors. The Banyan decides on the number of tickets to be given to the sponsor, and not the sponsor. The number of tickets to be given free is graded according to the size of the donation or

sponsorship amount. For instance, Henkel-Spic gave Rs 3 lakh and got 15-20 complimentary tickets in return. "Some sponsors do ask for more tickets, and we try to accommodate them if possible. If not, possible we try to explain nicely why it is not possible. They generally understand because their intention is to help our cause," says The Banyan team.

Generally they limit sponsors to 10, because more means each sponsor gets less attention. The amount requested from each sponsor depends on the total budget. Within the overall limit they break down the amount required into different sources and set target figures, which include a margin for profit. They are also trying to increase the amount requested from each sponsor instead of increasing the number of sponsors. On the whole, The Banyan's experience with sponsors has been very positive and several have sponsored repeatedly.

"There are several things to be taken care of before the event," says Vandana, "First, we consider the artwork for the publicity. The posters go up 15 days before the event. Then 6-7 billboards, prepared free for us by an ad company are put up in prominent locations. Newspaper articles about the event appear in the major dailies as a result of our liaison with the newspaper correspondents".

The day before the event, and on the day of the event, appear advertisements about the event, carrying also the logo of the sponsor.

Arrangements at the venue are reviewed the previous day, when the auditorium is also fumigated to ensure freedom from mosquitoes.

At the event the souvenir is released, which again carries the sponsor's name.

"We also ensure that in the post-event reviews in the newspapers and TV, the sponsors' name is again prominently mentioned. In short, we ensure that the sponsors get repeated coverage through different media and at different times, and the select audience gets a memorable evening. That keeps everyone happy," says Vandana.

Tickets sales are limited to ensure exclusivity and are priced at Rs 2500 per person, (includes dinner). The maximum number of tickets is 350 of which 150 go to sponsors and the rest are sold - 50 per cent sales and 50 per cent complimentary. "We always manage to sell the entire number," says Vaishnavi.

Selling tickets is no longer a problem. Says Vaishnavi, "The first year we approached various outlets and requested them to keep our tickets and to sell them. But not many tickets moved from such outlets. Sales were largely due to word of mouth publicity and contact by staff and volunteers. Now the event has become well known and we have no problem in selling tickets. We sell them directly from our office."

As for pricing of tickets, the yardstick used is that the price must be high enough to cover all costs and make a good profit.

At the same time it should be such that the target audience would not hesitate to pay.

The first year, a dance artist who is on the core committee contacted other major artists. The next year Vandana contacted the selected artists. Another year, a member of the fund raising committee contacted the artists will do the same in the coming year.

The overall coordination is done in-house. All office staff pitches in.

A sub-committee of the fund raising committee on advertisement and film publicity manages the sets, lights and artiste relations. Actual work at the venue on the day and immediately before the event is done by volunteers who help in ushering, parking, and handing out gifts. For perfect co-ordination, there is a meeting with volunteers every 15 days from the time the event is decided on.

According to them, "Getting a professional Master of Ceremonies (MC) is important." So far the MC's have volunteered their services. This year too they are getting a celebrity host and hostess to be MC, for free.

"One point to keep in mind," says Vandana, "is the importance of delegation. The entire task is split into manageable units, e.g. transport, publicity, security, lighting, etc and makes one person totally responsible for it. They have to anticipate problems and devise fall back measures."

The first year they hired an event manager but by the second year they had

developed the in house capacity to manage the event themselves and decided it was not worth hiring someone.

The first year The Banyan was able to raise Rs 10 lakh. The next year the figure was Rs13 lakh. The target for the next fundraiser is Rs 20 lakh.

The amount raised from this fundraising goes towards the building and is segregated from the recurring expenses. Once the building is completed, the funds raised from events will go towards building up the corpus of the organization so that the interest on the corpus will take care of the recurring expenses.

In terms of cost benefit ratios, the event has definitely proved worthwhile and last year they made a profit of Rs 10 lakh after costs. They also feel that there is still a potential for increasing the profits. One way is to tap more sponsors. So far they have tapped only Chennai companies. They can tap companies in Mumbai even though the event is in Chennai because many Mumbai companies have Chennai customers.

"It is not possible to increase the number of tickets because of the limited capacity of the auditorium. But may be two or three years down the line we may be able to raise the ticket price."

Another possibility of raising income is through raising advertisement costs for the souvenir. It is also possible, they feel, to raise more money through random donations on the spot and through small auctions at the end of the show. This po-

tential is yet to be fully tapped.

After the event thank you letters go out to all sponsors who also receive an album of photos and copies of news coverage, comments of people attending the event and a report on the amounts raised. A similar letter goes out to those who have helped with the souvenir and sale of tickets in any way.

Finally they analyze and evaluate the event to see where they went wrong and where they can improve.

As for the risks involved, one principal worry is the weather since it is an outdoor event. To minimize the risk they call the weather bureau before the event.

The first year they also worried about whether the concept would work, but now it is whether boredom will set in. In a few years from now they might think of modifying the concept or thinking of a new one.

As for future plans, they do not expect to change the concept or do more events themselves. They only aim to raise their targets and improve the quality of the event.

However there has been one interesting development—a corporate group wanting to do an event to fund raise on their behalf. SSKI, a company in Bombay wanted to be involved in regular fund raising for The Banyan. The company, which has a tie up with Morgan Stanley, floated a subsidiary called G Slot Entertainment and this subsidiary is planning a major fundraiser to raise Rs 25 lakh for The

Banyan. The concept, the production and technical direction will be the company's responsibility. It plans to use film celebrities for the event. The Banyan will only give them whatever celebrity contacts they have but will not be financially involved in any way, since the company is doing this for them as a way of donation.

The Banyan summarizes what they learned so far:

- If a formula has clicked, let the basic concept alone; only add on new items.
- Add as much value to the event as possible in terms of what is offered to donors.
- Public relations is very important. The donor base must be contacted all through the year.
- Build up the hype. Media relations are very important.
- It is important to set goals to which everyone can approximate.

Motivating Donors

The largest source of income for The Banyan is donations by motivated donors. Says Vandana, "Funds are being raised for a cause, not for the sake of funds. We are doing important work for which we need funds. This is our basic position."

So the first step, she says, is raising awareness of the issue and the organization. There are several elements:

"One, we do an effective media campaign and publicity drive which focuses

on the problem, the victims and how they have been rehabilitated. We always emphasize the positive aspects: how these women have reserves of courage, of strength, and how they can and have become productive members of society. A publicity kit is prepared which includes fact sheets, newsletter, write ups on the history of The Banyan, newspaper clippings, brochure on The Banyan, a wish list and a covering letter. The material is professionally produced and catches the eye and any potential donor is sent press releases and other briefing material. Then I contact them and invite them over for a visit. Once they come they become exposed to the realities of the women and are invariably moved. It is also necessary to spend time sensitizing donors, clarifying their doubts and giving information.

We avoid focusing on personalities, especially on ourselves, and we concentrate on the issues and the work of the organization. The faces we want presented are of the women and not us.

Initially we did not pay much attention to the press but now we have realized the value of media attention and have built up contacts in the media starting with one or two friends we had. They helped us make more contacts and to network. We also do meticulous follow up, communicating all details about the organization and its progress after an initial meeting.

An important point to remember in media relations is to make the right choices among the newspapers for different issues. For instance, for advocacy and policy im-

pact about issues we concentrate on mainstream papers. For publicity about specific events or programmes and appeals we approach local papers.

In any case, all the papers are regularly kept informed of all events. We also enable the press to speak directly to the women. As a result of increased awareness of the issue and the organization people call us or choose to come over. After creating awareness of the issue the next step is to bring the person and the organization closer to the cause.

We call the people in our database of 6,000 interested persons repeatedly, to invite them to visit us and give them full details of the organization and visiting hours.

The third element in our strategy is to be completely open about how money comes and how it goes. Any one can ask for any financial information or otherwise.

Another element is to build on the self worth of the person, donor or volunteer. First a contact is put on the mailing list and constantly kept in touch. A donor is immediately sent a thank you note or card and a friendship band, or some such token of appreciation along with the receipt. Each donor is invited annually to two occasions: The Banyan's anniversary and a choice between Open Days on World Mental Health Day, Diwali or New Year. On these occasions functions are arranged for increasing personal contact and showing appreciation."

The Banyan's goal is not only to in-

crease cash donors but to turn them into committed volunteers who can help in a variety of ways from giving contacts to active fund raising to giving skills. Volunteers are also given an opportunity to take full charge of a project that they have devised to help. They can carry it out at their own place and pace. For instance, one volunteer uses her vacant house to market products for The Banyan. She is a pranik healer and keeps a contribution box to encourage her clients to donate. She also displays The Banyan's greeting cards and other products. This is her own initiative and she is fully in charge. The Banyan team is merely kept informed.

Volunteers also get invited to Volunteers Meets once a month, or more often if an event is due. At other times they keep in touch with volunteers by phone. All donors and volunteers get thank you letters and telephone calls and their newsletter once a year to keep them informed and involved. For committed donors, big and small, updates are sent on funds raised, status of the building, how the residents of the Home are doing and so on. Every donor gets a New Year card. In short, different donors get differing levels of contact depending on the interest displayed.

As people progress from one degree of involvement with The Banyan to another, they receive a letter at each stage, a different letter for each stage. Promptness is very much a part of the strategy. Any show of interest promptly gets a docket or a thank you letter or

whatever is appropriate.

Total accessibility to Vandana and Vaishnavi is also a part of the strategy. They live on the premises and can be approached by anybody at any time with any problem. Finally, they keep tabs on donors who have dropped off and keep in touch with them. Many resume relations with The Banyan.

To conclude, the success of The Banyan in fundraising is a combination of personal dedication, trustee involvement, successful use of the media, exceptional public relations, total transparency and a professional approach, which includes complete and prompt attention to any request.

It might be fitting to conclude with a personal experience of the last, for it illustrates well why The Banyan Team has been so successful in fundraising.

“Having received my request for details on fund raising by e-mail, Vandana was ready with all details and information materials at the time of my visit. She ungrudgingly spent almost eight hours at one sitting talking to me, showing me all aspects of their work and so on. Balance sheets were brought out, salary details made available, appointments made to meet trustees and a working lunch offered, all without any trace of irritation! This is perhaps the first thing that stands out about The Banyan—the total dedication to the cause by young women who could have asked for the moon and got it!” ►

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Case 16

Lighting a Candle

THE BLIND RELIEF ASSOCIATION

BOBBY BAKSHI

The Blind Relief Association (BRA) in Delhi, popularly known as the Blind School, is one of the earliest non-profit organizations. It was established in 1945 and Dr. Helen Keller laid the foundation stone of this premier association, symbolizing the triumph of human spirit against all odds. Today, it has over 250 active volunteers and there are thousands of others who support it in their own ways.

The association offers a range of services covering almost all needs of over 800 visually handicapped people. Today, it is rated as one of the leading institutions that fulfills the basic, personal and professional needs of the blind. It employs professional and skilled staff to organize high quality training for children, teachers, industrial applications and office automation. It also offers consultancy, Braille books, audio recordings and computer training for the visually handicapped.

Apart from providing a meaningful, balanced and all round education and training and opening new avenues for employment of blind persons, the association also imparts a sense of self-worth, self-respect and dignity to them.

Programs and Initiatives

Senior secondary school

The BRA runs a school for blind boys from nursery to class XII. The boys are provided with free schooling, boarding and lodging. The school is aided by Delhi administration and houses over 200 children.

Children are provided education and training in arts, music, sports and other extra curricular activities. Most of the children are from rural areas and are completely BRA's responsibility. Ironically, even their families forget these disadvantaged children once they join the school. According to Manju Bharatram, chairperson of BRA, "This is true even for children belonging to wealthy families. Once the children are with us, the parents forget them. They don't even take them on holidays. Basically, these children need love and affection more than education, which we try to provide." The school has counselors to solve their emotional and personal problems and great care is taken to give them the extra love and care that they need.

Technical training center

BRA runs a technical training center where visually handicapped adults are taught to work on machines. It is a light mechanical engineering workshop for advanced vocational training. BRA also operates an electrical and electronics laboratory to train persons with handicaps other than blindness.

This center is one of the few such centers across the country. Handicapped persons from countries like Thailand and Singapore also come to train on different machines.

Its trainees are provided with placement services. The placement officer is in constant touch with various firms, companies and agencies for jobs for these trainees.

Teacher's training center

Special training is required to teach the visually handicapped. BRA runs a teacher's training center for 30 instructors for visually handicapped. This is sponsored by Ministry of Social Justice and Empowerment and supervised by the National Institute for the visually handicapped, Dehradun.

The center develops and trains teachers after they complete a curriculum which is similar to the B.Ed. course.

Industrial home

Vocations such as candle-making, handloom weaving, handmade paper ar-

ticles and book-binding are taught to the visually handicapped. This ensures them a vocation and income for BRA. In fact its candle-making project has been a great success and has brought fame to the organization. This program provides remunerative work to a number of blinds, especially school dropouts and academically weak students.

A Diwali bazaar (fair) is organized just before Diwali (festival of lights)—to sell the products manufactured by the industrial home, especially the candles. Today, this bazaar is one of the most prestigious Diwali markets for Delhi's elite and a major income-generating project of BRA.

Library, Braille books and cassettes:

BRA houses a Braille and printed books library and a Museum of 'touch-and-tell' models. There are over 4,000 volumes of Braille books and over 2,000 printed ones. For school and university students and research scholars it has a reference library.

It also has an audiocassette library and a well-equipped recording studio. Recording material (reference books and texts prescribed by the school syllabus) are recorded by volunteers and supplied to the students free of cost. University level texts are also recorded for students pursuing higher education.

BRA encourages volunteers read to the students. It also welcomes text and Braille book donations for younger chil-

dren to increase the scope and depth of their reading.

Computer training

It also conducts computer literacy courses for blind students, including internet training.

Slow learning children

Trained counselors give students who find it difficult to cope with the demands of regular academic courses special attention in this unit. They are taught in smaller groups with special focus on their individual needs.

Braille production

Braille books are tedious to produce and have to be handled with care. In order to make a larger number and a wider range of Braille books available to the students, BRA has invested in a computerized Braille Embosser Program, greatly increasing the number of books it produces in Braille.

Extra-curricular activities

On behalf of the Indian Blind Sports Association, BRA organizes the annual National Blind Olympics. Visually handicapped people from across the country participate in this mega event. Winners are then chosen to represent India at the international events and the Olympics for the Handicapped.

Besides cricket and table tennis in which the children excel, adventure sports like trekking and rock climbing hold great fascination for these students. Drama, pottery and music play an important part in the lives of these students.

All these activities provide opportunities for developing a healthy sense of competition and team spirit among students. It also provides an opportunity for increasing social contacts and honing their skills.

Raising Resources

BRA receives general donations from companies and individuals, Bharati Cellular Ltd has been a major donor for the last two years. Project specific grants come in from Department of Education, Department of Social Work, New Delhi Municipal Corporation and Ministry of Social Justice and Empowerment. It also gets rebates from Delhi Electricity Supply Union and other government agencies.

Majority of the revenue comes from the billboards that are exhibited above the school building. The location of the blind school is ideal for such advertisements. After the Supreme Court's order to remove all billboards in Delhi, the boards had to be removed. But BRA fought in the court and was later permitted to use its billboard.

Sources of Funds

Source of Receipts	1999-2000		2000-2001	
	Income Rs. / (%)	Expenses Rs.	Income Rs./ (%)	Expenses Rs.
Year				
General Fund Income	58,59,127 (38.2%)	29,68,648	1,04,18,956(53.45%)	38,20,164
Specific Grants				
School	58,98,976 (38.5%)	84,65,014	57,80,433 (29.6%)	87,66,770
Handloom	3,04,878 (1.9%)	5,13,070	2,41,554 (1.2%)	5,04,581
Tech.Trg. Centre	5,64,358 (3.6%)	14,07,843	1,83,883 (.9%)	15,71,369
S S I (Candle unit)	26,78,553 (17.5%)	15,75,708	28,66,520 (14.7%)	16,96,577

The candle-making unit and its Diwali bazaar form a major part of the revenue. In fact, this unit is the only profit earning activity of BRA. A small amount of revenue is also earned by renting out its premises for exhibitions.

Candle making and Diwali bazaar

The candle-making unit of BRA is meant for those visually handicapped people who are not good academically and have other physical disabilities. When a child is born blind, he or she sometimes has other physical disabilities too. This unit started to train them in a vocation that is repetitive and easy in nature. Later, this unit began to generate revenue.

Around 1975, BRA started selling candles during Diwali. Initially, the bazaar had only the candle section. Over a period of time, the site for holding the bazaar proved excellent and it could offer more than just candles. BRA then invited people to put stalls of items related to Diwali. Thus by 1985 the bazaar had 40-45 stalls and today it holds over 100 stalls.

The bazaar lasts for 7-8 days and everyone who is producing any product related to Diwali wants to be part of it. According to Bharatram, "Sixty per cent of the people who take stalls put in their money for the next year in the previous year itself."

Today marketing the stalls is not a problem at all. It has become so popular and prestigious that people come on their own to rent stalls. In the early years they were marketed through newspaper advertisements and by word of mouth. Now the advertisements are given out to announce the dates of the bazaar. The various dailies allow concessional rates for the advertisements.

BRA provides the people who rent stalls with:

- stall space (14 ft. by 71/2 ft.)
- basic equipment to hold their goods like tables, chairs, stools etc.
- advertisements about the bazaar
- complete security—no one has ever had to lock their stall at night
- floodlights and complete lighting

with four generators for a backup with new wiring every year

- ▶ fire-fighting equipment
- ▶ NCC students to manage and organize traffic
- ▶ police involvement and protection
- ▶ doctors, first-aid and ambulances

Each stall costs Rs 18,000-19000 for eight days. To NGOs, BRA gives stalls at concessional rates and in some cases totally free, on a first-come, first-serve basis. In case the number of NGOs who wish to take part is more than the space available, they are given stalls for one or two days each. It also has food stalls that can sell only vegetarian food. These are given out on the same rates and rules as other stalls.

BRA keeps about 9 stalls to sell its own candles and divas. One to two stalls are reserved for paper made items made at blind school. BRA maintains computerized accounts during the bazaar.

The cost of candles includes the cost of wax, cost of divas bought from outside, cost of decorating the candles and divas, gas used to melt wax, electricity, labor costs and a marginal profit. As a rule no other stall can sell wax products, it is only the blind school's prerogative.

Beside the Diwali bazaar the candles are sold throughout the year at its premises. They are also marketed to hotels and at other fairs and exhibitions.

Like everyone else opportunity is what the visually handicapped need. Op-

portunity to prove themselves, opportunity to provide for themselves and an opportunity to make a meaningful contribution to the society in which they live. At BRA, they achieve dignity, self-respect and an opportunity to prove themselves. ▶

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Case 17

Making Health a Reality

VOLUNTARY HEALTH ASSOCIATION OF INDIA

BOBBY BAKSHI

Voluntary Health Association of India (VHAI) is one of the largest networks of voluntary organizations in the World. A secular, non-profit and a non-political organization, VHAI is a registered society and operates from its headquarters in Delhi and regional office in Guwahati.

Established in 1970, VHAI is recognized as an Institution of National importance by the Indian government and has emerged as a nodal agency that coordinates the efforts of state voluntary health associations, thereby giving the health movement a national perspective. An apex voluntary organization in the field of health promotion and care, it is a federation of 24 state level voluntary associations that link over 4,000 organizations to form the democratic base of VHAI. This vast network has a strong force of over 100,000 community health workers working with undying commitment and devotion for developing a healthy India. Years of dedication have placed VHAI as the leader of a network with the largest outreach in the world.

VHAI works with the primary goal of 'making health a reality for people of India', by promoting community health, social justice and human rights in health

service, especially for the under privileged people. VHAI tries to ensure a people centered policy and their effective implementation and also endeavors to sensitize the general public on important health and development issues for evolving a sustainable health movement in the country without losing emphasis on its rich health and cultural heritage. It strives to achieve this goal by advocating a cost effective, preventive and promotive health care system through innovative approaches in 'community health'.

Long-term Objectives

- Promotion of social justice and human rights in health service, especially for less privileged people.
- Building up people's health movement in the country.
- Advocating a cost-effective, preventive, promotive and sustainable health care system in the country.

Short-term Objectives

- Strengthening voluntary initiatives in India through formation and support of state level organizations.

- ▶ Capacity building of voluntary agencies through formal and non-formal training, awareness building and orientation programs.
- ▶ Doing policy research with the help of eminent experts of evolving congenial policies and programs and suggesting viable alternatives to help improve the health of the people.
- ▶ Appraising policy makers of research findings and assisting to set up effective mechanisms for putting the findings to practice.
- ▶ Dissemination and repackaging of information on all aspects of health and development collected from India and abroad to a wide spectrum of users.
- ▶ Intervening at the grassroots level by implementing health and development projects in some of the most difficult pockets of India.
- ▶ Global networking with government, voluntary and UN agencies and professional bodies with regard to sharing of expertise and resources.

To achieve its objective of equity and promotion of community health, VHAI works both at the macro and the micro levels. At the macro level it liaisons with planners and policy makers, parliamentarians and activists and keeps close contact with other leading organizations in India.

With the Government

VHAI enjoys a very mature relationship with the government both at the center and the state level. The chief executive of VHAI is a member of various government bodies and committees and VHAI has been working in close collaboration with the Ministry of Health and Family Welfare, Planning Commission and various other ministries.

With WHO and Other UN Agencies

The association is well represented in the World Health Organization (WHO) and various other bodies of the United Nations (UN). VHAI's relationship with the WHO has continued to grow. The chief executive has been requested by the head of health promotion, WHO, Geneva to be a member of their advisory committee. VHAI has also signed up two collaborative ventures with WHO South East Asia's regional office. It is anticipated that this relationship will grow further in the coming years. A center has been set up at VHAI under a three-year project from the UNFPA (United Nations Fund for Population Activities). VHAI is also working very closely with the World Bank and UNDP (United Nations Development Program).

At the Grassroots

Interventions at the micro-level constitute an extremely important aspect of VHAI's work. It stays tuned to the situation at the grassroots and maintains con-

tact through programs specially designed to respond to the local needs. The programs are designed to benefit one and all, irrespective of their socio-economic, religions, political or any other such consideration. VHAI has been sincerely initiating, supporting and implementing programs at the grassroots, building up professional and managerial capacities of state VHAs and their member organizations and supporting and coordinating national programs and campaigns.

Besides, VHAI has the support and undying devotion of over 100,000 dedicated village health workers: “We are blessed in this effort by millions of people and we hope that they will remain our co-travelers”, says Alok Mukhopadhyay, executive director, VHAI.

Organizational Structure

Executive board

The board includes elected representations from VHAI member organization and manages the affairs of VHAI.

The chief executive of VHAI is an ex-officio member of the board and is the working head of the Association. It has the well-developed structure for appropriate functioning and delegation of authority.

The following divisions and support units are working closely to achieve the aims and objectives that the organization has set for itself:

► **Chief executive's secretariat**

The executive secretariat works directly under the supervision of the executive director.

The secretariat plays a crucial role of giving direction to the organization as a whole and to state VHA's and promotes concerted action between VHAI and VHAs in implementing various programs, as mandated by the general body and the executive board. It also provides management and technical support to the state and VHAs, for the health and developmental programs through various divisions and units of VHAI. Another important function of the secretariat is to liaison with government department, national and international funding organizations and distinguished individuals in the field of health and related fields.

► **Community based health and development programs**

The main role of this division is to develop capacities of the state VHAs and their member organizations through training. The division conducts need-based surveys at the grassroots level and develops and uses appropriate health education material. Another focus area of the division is on providing technical and other necessary support to the projects of VHAI for their smooth functioning.

The division has developed several innovations in training strategy and methodology the notable ones being development of training modules for middle level health workers and an alternative ap-

proach to community health promotion.

► **Public policy division**

The public policy division represents VHAI on various important committees, holds discussions with various partners and formulates its policies towards health promotion, care and development. It also, continuously studies the impact on health services, of various existing policies and suggests suitable amendments on the basis of information generated.

► **Development communications unit**

This unit develops communication mediums for a very broad spectrum of target groups with illiterate masses at one end and policy makers and planners at the other. Their effort involves a great deal of experimentation and innovation and a judicious presentation of media mix. The division also plays a supportive role to various other divisions and units of VHAI, especially the divisions of public policy and community health program.

► **Administration**

The administration division provides all the administrative support required for the effective implementation of various VHAI activities. This includes matters relating to VHAI staff, looking after the organizational upkeep, logistics and office premises.

► **Resources management**

The finance division of VHAI plays a very important and a diversified role. Besides performing the traditional function of keeping the books of accounts, it makes concerted efforts towards rational fund management. Strict budgetary control procedures are adopted to make sure that the projects and the administrative costs do not overshoot.

Raising Resources

VHAI receives grants from various national and international funding agencies and government agencies including the Ministry of Health for specific projects being undertaken by them as well as general grants. The organization is also involved in various fund raising activities and generates funds on its own in its efforts towards attaining self-sufficiency.

A major portion of the receipts of the VHAI (60 per cent approx.) is received as grants for specific projects. General grants constitute one-fourth of the annual receipts while the rest is generated by the organization on its own. The trend has remained the same with marginal changes over the last three years.

The chart shows a substantial increase

Receipts of VHAI			
Source of Receipts	1997-98 (in %)	1998-99 (in %)	1999-2000 (in %)
Grants for specific projects	61.2	61.03	66.22
General grants	25	25.2	18.94
Self-generation	14	13.45	14.94

in the total receipts over the last three years while the general grants have suffered a decline. Self-generation of funds more or less remained the same though there has been a marginal increase in the last financial year. Out of the funds generated on its own over 50 per cent come from the publications of the VHAI and 30 per cent is generated from VHAI's printing press. The Art Gallery, being run by VHAI and other programs of the organization contributes the remaining 20 per cent.

Programs and Initiatives

Training and workshops

Various units of VHAI are involved in training other NGOs in different areas of health management.

A modular course in Community Health Management and a diploma in Community Health Management (in collaboration with RUHSA in Tamil Nadu) are running with management and technical assistance from VHAI. The twofold objective is to help committed individuals develop professional skills in running community development and health programs and to generate substantial funds for VHAI.

Various workshops on relevant health issues are organized all over the country and abroad, which serves the dual purpose of generating information and income.

Training center

A full-time residential training center of VHAI is under construction. Apart from fulfilling the in-house training requirements, it be made available to other institutions at reasonable cost and thus will serve as a fund-generating center.

The construction of VHAI retreat center at Mashobra, Simla is also under way.

Medical kit

In its efforts to raise local funds, an experiment was done with the introduction of a medical kit meant for voluntarily health workers. A lot of interest has been generated in this project. A large number of kits have been sponsored by agencies from the voluntary and corporate sector.

Publications

The ever growing demand for information and the popularity of VHAI publications necessitated major expansions in this area. According to a resource person at VHAI, their distribution center currently handles around 10,000 individual orders in a year, from all parts of the country and abroad.

According to the head, sales and distribution, "Publications have proved to be a good source of income for us and we have our own full-fledged sales and distribution division that markets and distributes our publications. Our major readers comprise of NGOs, other non-

profit organizations, individuals and government organizations. We also participate, on a regular basis in book fairs, important conferences within in India and abroad to accelerate the sales of these publications.”

VHAI, itself brings out informative books, journals, newsletters etc. on various health issues and is publishing them on regular and occasional basis.

Printing press

The idea of having its own printing press began to take shape in 1994. VHAI was publishing and selling a bundle of its own publications and the proceeds from them was an important source of income. They were spending an enormous amount of money to get these publications printed from outside agencies. It was at this stage that the concept of having its own printing press was born.

Alok Mukhopadhyay, the executive director put across the idea to the board members, to set up a printing press for VHAI publications only and thus reduce costs of printing substantially.

After the board's approval, the process of setting up the press began. An economic feasibility study was conducted and completed by VHAI, as a step towards self-sufficiency. A comprehensive proposal was prepared, with clear cost indications of purchasing the machinery and setting up the press for prospective donors. This study was forwarded to various donor agencies in the year 1994-95, for their

support in this endeavor.

VHAI had a long-standing working relationship with ICCO (Indo-Canadian Cooperation Office). ICCO was a partner and understood VHAI needs. They realized the importance of quality health related material and recognized VHAI's contribution in bringing out such publications. ICCO, finally accepted the proposal and the press machinery was funded by it.

The printing press became a reality in 1995-96 and was housed in a building (300 sq. yards) in Okhla in New Delhi, which was taken on rent for Rs 30,000 per month. The rent was paid out of VHAI funds.

According to VHAI officials, “Statutory requirements, if adhered to from day one, can avoid a whole lot of problems. Also, if the organization is clear in terms of the objectives of the venture, it saves a lot of problems in setting up a venture. We faced no major problems and the setting up of the press was a smooth procedure.”

The printing press reduced the costs of its own publications tremendously but its functioning was still not cost-effective. Payment of rent defeated the purpose. The board members in 1997-98 reviewed the functioning and the economics of the press and thereafter took a decision to purchase a building for it.

The building for the press was bought in 1997-98 against a loan from a bank. The board considered it more fea-

sible to pay the same amount as installments against the loan than as rent. The printing press building was purchased for Rs 41.5 lakhs. Today, the press has no liability of rent, depreciation or interest and is contributing substantially towards VHAI's goal of self-sufficiency.

Over the years, VHAI realized that by only printing for itself the press was being under-utilized. The printing press could undertake printing jobs for outside agencies as well and the activity could become a major fund generating activity and contribute to VHAI's corpus.

VHAI, thus, decided to market the services of the printing press. It was decided that it would cater only to NGOs, government agencies and the ministries. The press has as its clients, various NGOs, other non-profit organizations and government agencies including the Ministry of Health and Home affairs. Various other government departments are also regular clients of the printing press.

The printing press is not running as a commercial entity. It does not cater to the open market and is not in direct competition with other printers in the market and there are no immediate plans to go commercial. Officials at VHAI say, "There are many hassles of becoming commercial like sales tax and enormous investments to have updated technology. Moreover, it would then cease to be an activity for charity. Our aim is also to help NGOs and non-profit organizations to get a quality output at reasonable costs. We offer subsidized rates to these

organizations as compared to the commercial market rates". Others feel, "Even if we are making profits or if the press was not offering subsidized rates our customers would still come to us as they realize that any profit made, goes back to the grassroots and this gives them a lot of satisfaction."

A unique feature of the printing press is that it offers a complete package for its clients, which encompasses designing, printing and distribution of publications. It is a three-in-one proposition along with quality output and timely delivery.

In order to make the whole process more cost effective, printing and distribution activities are centralized and brought together at Okhla by adding one additional floor to the printing press building. This enabled the distribution division to operate from the same premises.

Another creative use of press for generating funds for VHAI is a series of greeting cards that were designed, printed and marketed last year. The cards were printed, literally at no cost except that of paper, as the designs came from paintings from its art gallery and were printed at its own press.

The VHAI printing press is not an independent unit and functions like any other division. It employs one manager and eight workers, besides some workers on part-time, piece-rate basis, as and when required. "We are fair employers and pay minimum wages to all workers at the press

and provide good working conditions and decent working hours as compared to the commercial printing industry,” says Mukhopadhyay.

The turnover of the printing press steadily increased over the last few years. In the year 1998-99 the receipts from the press were Rs 32.79 lakhs, which increased to Rs 36.98 lakhs 1999-2000. On the other hand the percentage of expenditure on the press has gone down substantially from 4.5 per cent in 1998-99 to 2.25 per cent in 1999-2000.

Art gallery

Fund raising through promotion of arts has been a path breaking idea. The concept though directly not related to VHAI's area of operation, has been used to portray the realities of life of the underprivileged sections of the society. It was initiated by VHAI with the goal of touching the lives of millions through art.

It was a brainchild of Mukhopadhyay. An avid art lover, he had many renowned artists as his friends who were keen to contribute to the development of people in their own way. The idea was put to VHAI's board members who agreed immediately to this unique concept of bringing art and people together.

The art gallery was named Gallery Freedom and set up in VHAI to commemorate the 50th year of India's independence and was launched on 25th January 1998. The gallery is in VHAI's headquarters. This saved the costs of set-

ting it up in a new location. It consists of two rooms with a capacity to hold 25-30 paintings during an exhibition.

The gallery was marketed by word of mouth, advertisements in leading newspapers and magazines and visits to various art institutions by VHAI's staff.

The art gallery is an effort that goes beyond the commercial aspect of art. It exhibits only that form of art that gives a social message. It is not a commercial venture and exhibits work of well known as well as upcoming artists at no cost to them. Out of the sale proceeds the artists normally donate 30 per cent to the gallery and 70 per cent of the proceeds go to the artists.

“Their story” is a major project undertaken by the gallery. This special initiative was launched in the first year of its inception in 1998-99.

As part of this project, VHAI sends artists to remote areas of India, also sites of its outreach programs, where the artists get in close touch with the realities of life. They paint and portray “Their story” on their canvases, and bring them back to VHAI exhibitions and donate at least two paintings to the gallery. The sale proceeds of the rest is split between the artists and the gallery. VHAI incurs all costs including travel, stay of the artists and holding of exhibitions.

The great sensitivity and emotion depicted by artists in the paintings is an indication of the success and the immense potential of the concept.

Reprints of paintings are also published and sold by VHAI to raise funds. Limited editions of the bronze medallions embossed with the portrait and a painting of the artist have also been produced, which will be collector's item and will raise reasonable funds.

The gallery has a manager who looks after routine affairs. All VHAI's staff contributes their time and effort during major shows and exhibitions.

In 1998-99, 5.5 per cent of VHAI's expenditure was on the art gallery, which has been reduced to a mere 0.39 per cent in 1999-2000. A total investment of Rs 3 lakhs was made to start the gallery. ▀

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Case 18

A New Vision

WORLD VISION OF INDIA

TULSI CHARAN BISHT

In a world that is increasingly being given to violence and conflicts, tensions and terrorism, the need for peace and reconciliation, stability and security is assuming greater and greater significance. The deep scars left in the minds of victims of such conflicts and chaos cannot be easily erased, this is especially true of children who are the most vulnerable, exploited and helpless of the victims.

But there is another kind of violence—the exploitation, injustice and oppression that are heaped on the poor, which the poor accept and endure silently—as they have been doing for generations. It destroys the human spirit, it denies the human aspirations and it degrades the person to a dehumanized form of existence.

These are the people who are the beneficiaries of World Vision of India (WVI)

- ▶ The millions of children who have no childhood because they have to bear adult responsibilities, as early as at the age of five.
- ▶ The girl child who experiences gender discrimination—even to the extent of denial of the right to live.

World Vision started in India in 1962. Rev Walter Corlett, the pastor of Carey Baptist Church in Calcutta looked

after its operations. On his death Rev G. Cornelius a pastor of the Church of North India in Musourrie took over and moved the office from Calcutta to Madras in 1968. WVI was formed in February 1975 and was subsequently registered in March 1976 under the Tamil Nadu Societies Act and headquartered in Madras.

Today, the organization works through 104 Area Development Programs (ADP). It has six zonal offices situated in Delhi, Gauwhati, Bhubaneshwar, Pune, Hyderabad and Chennai coordinating work under ADP.

Area Development Programs

ADP addresses macro and micro issues, ensuring long-term impact and sustainability through community organizing, enhancing community leadership and community participation, for identifying their needs, and for analysis, planning and implementing activities.

There are 20,000 to 100,000 beneficiaries. The goal of ADP is child focussed, sustainable, transformational development among the poor, the oppressed and the marginalized. This is achieved by placing change agents who

live in the communities among the poor, by building relationships and networks with them, in order to empower communities and their leadership to own, manage and sustain the process of their development. The WVI change agent is a facilitator, enabler, networker, resource linker, development promoter and a compassionate professional.

The large area allows the project the capability for addressing both micro and macro issues and enables the leadership of individual communities in the area to build networks and coalitions. These coalitions influence and implement regional and national policies for the upliftment of the poor, thus ensuring greater long term impact and sustainability. The critical standards of the ADP approach are:

- ▶ creating shared vision
- ▶ selection and training of change agents
- ▶ strategic choice of area
- ▶ creating a network of relationship
- ▶ appropriate community initiative, participation and ownership
- ▶ sustainable community leadership
- ▶ multi-sectoral approach and multiplier effect
- ▶ possibility of multiple funding sources

Organizational Structure

WVI is governed by a general body known as 'The Society' consisting of 15 Christian leaders who are oriented to social work and enjoy responsible social standing. The Society also includes two representatives of WV International. The general body meets once a year. Eleven members of the general body form the board of directors, who are elected by the Society. The national director, who is a non-voting member of The Society, is the secretary of the board. The chairman, vice-chairman and treasurer are elected by the board. The board of directors meets twice a year to frame policy and take decisions affecting the total work of WVI.

The national director is the chief executive officer of WVI. He is responsible for leading, developing and managing the implementation of all aspects of WVI, and is assisted by a team of 11 associate directors, five of whom perform staff functions at the national office, and six function at the six zones.

The organization has a staff of 292 members on the payroll and more than 900 on contract in projects. According to its annual report, "The strength of our organization lies in our staff who are able to work in an environment, which offers opportunities of growth and creativity. This creates stronger motivation and a higher quality of work output." To ensure this congenial work environment the WVI moved from a hierarchical structure to a team based organization where self-directed teamwork is encouraged. The or-

ganizational structure is flatter with the number of grades decreasing from 12 to five.

A high value is placed on the training and development of the staff to improve performance, build capacity for greater responsibility and develop a “second line leadership at each level”.

Peer group exercises stretching across all levels from within and outside the organization.

World Vision's core value, “We Value People”, is reflected in the way it takes care of its staff, their interests for personal growth, job enrichment and standing by them in times of personal and family crisis. The organization strives to provide staff with a “sense of meaning and purpose and a high degree of fulfillment in work”.

Raising Resources

Amman (11) and Jameel (9) are brothers working in one of Aligarh's lock factories. Their job is to polish locks with emery powder for about 10 to 11 hours a day. By the end of the day, they resemble miners—eye lashes, eye brows, and hair covered with a fine coat of the white dust. Their father, Zameeluddin, himself a laborer in one of the factories, earns a paltry sum of Rs 800 to 1,000 a month—barely enough to feed his family of seven. Amman and Jameel supplement their father's income by working in the same factory, six days a week. Each boy earns about Rs 25 to 30 a week. Like other child

workers in Aligarh, life is dull, dreary and monotonous for them.

Like all other children, the brothers too have their likes and dislikes, dreams and ambitions. Both of them aspire to become medical doctors. Zameeluddin says, “I want my children to get educated; I don't want them to end up like me.” Education and literacy were a distant dream until WVI stepped into the area. Today, Amman and Jameel take pride in attending one of WVI's literacy centers. Friday, the only day off in this predominantly Muslim area, finds Amman and Jameel playing their favorite game—cricket. This is one of the many stories of the children adopted by WVI through their child sponsorship program, the backbone of the National Resource Development (NRD).

National Resource Development

The NRD has about 36,000 Indian sponsors and donors, who support the organization's work in 34 locally funded projects.

During 1998-99, the NRD raised Rs 4.54 crore from them. WVI works to enhance public awareness about the problems and causes of poverty. “In the process of raising donors we take them on a journey of understanding transformational development by which they will be motivated to be a part of nation building,” says WVI in its annual report.

Retaining a donor is much more economical than raising a new donor. It is

also important for the continued and smooth functioning of various area development programs. "If one area development program is being run with the help of 5,000 donors, it is necessary that donations keep coming from all of them or the program will suffer. In a case where 1,000 donors decide to withdraw support, the program cannot be effective with the 4,000 remaining donors. In this case fresh 1,000 donors are required to fulfill the commitments to the particular area development program. If, retaining these 1,000 donors costs Rs 1,000 raising another 1,000 donors will cost Rs 9,000 (on a ratio of 1:9). Thus WVI prefers to retain old donors. "A customer retained is a rupee raised".

Retaining donors or sponsors is not an easy task. It needs continuous monitoring. "In case a sponsor has committed a certain amount on a monthly basis, we have to ensure that the donation arrives in time. A short delay of 2-3 days for each month will cost us 1-2 month's donations. For example, if the donation normally arrives at 10th of every month, if it gets delayed by three days the next donation would come by the 13th of next month, another one will come by the 16th and so on. And over the year we might lose a month or two due to such delays," explains Balhan Sagar, manager operations. To avoid such delays the organization constantly monitors the donation pattern and receipts and reminders are sent without any delay.

Making someone part with his/her

money is a difficult process. A number of "psychological barriers and excuses" come into the way. Filling up the sponsorship coupons can become an excuse for not sending a donation. "Sometimes even not having a pen to sign a check becomes a psychological excuse for not sending a donation. One has to keep these psychological barriers and excuses in mind to keep the sponsor in good humor and motivated. We at WVI constantly try to work on such stumbling blocks. Hence all the sponsorship coupons are filled up and then sent to the sponsor. All, he or she needs is to sign it and the check. Receipts are sent without any delay and so are the reminders in case the donations do not arrive in time," says Sagar.

WVI practices direct marketing initiatives. During the 1998-99, 48 lakhs direct mailers were sent to people in the high-income group, and special appeals were sent to sponsors and donors for extra or one-time gifts. The other important and supplementary aspect of the NRD, is the 24-hour famine program—organization's awareness building and fund raising program.

Direct mail

WVI generates 90% of its funds from in developed countries. However, since the beginning of 90s they embarked on resource generation in India. The direct mail program is directly related to the organization's child sponsorship program. Through World Vision Child Sponsor-

ship, a sponsor helps provide education, health-care and recreational facilities for his/her sponsored child. In addition, sponsorship also stretches to provide adult education, training in hygiene, nutrition, family planning, improved agricultural practices, clean drinking water, skills training and small enterprise development. In short, sponsorship is aimed at helping not just the sponsored child but the whole family and the entire community as well. The aim of sponsorship is to enable families to ultimately care for their children themselves.

Under the "Sponsor a child program" a sponsor pledges a minimum of Rs 450 per month, Rs 1,350 every three months, Rs 2,700 every six months, Rs 5,400 every year, Rs 10,800 every two years and Rs 16,200 every three years. The sponsorship is completely voluntary.

So far there are about 12,000 children sponsored in India. Sponsorship goes on for as long as the sponsor decides to continue his support to the child. About 103,000 children are sponsored by the overseas funds. There are also about 35 to 37 thousand one-time donors.

The organization's direct mail method is very successful. It has a databank of 50 to 60 lakhs (5 to 6 million) addresses. The database is segmented according to the income group and donations are asked accordingly. Big donors are asked for specific gifts. Similarly, different donors are approached for different projects. Mailers are sent 8- 10 times during a year. Computer tracking avoids

duplication and reduces duplicity.

Each pack contains a covering envelope, an appeal letter from the CEO, brochure, a response coupon and a response envelope. The covering envelope contains a photograph of a child, mostly in black and white. There is a sketch of a flying butterfly and it carries the caption "One small gesture on your part....". Hence, the covering envelope gives the first message to the addressee. The letter is posted through book post (a much cheaper way of sending a letter).

Brochure

Titled "Hope Against Hope", the brochure contains a black and white photograph of a girl holding a baby, with a smile on her face. Inside the brochure is the story of children in affliction, something like:

Rakesh was at death's door.

Rakesh was born in the famine stricken area of Melghat, Maharashtra. He was one among thousands who suffered from severe malnutrition. Continuous and progressive poverty made Sawalkar, Rakesh's father, a skeptic who could not trust people. It was only when Rakesh's survival was in jeopardy that he rushed to Sushil, the World Vision project worker. Sushil helped Sawalkar to admit Rakesh in the local hospital where doctors fought to save his

life. "Look, today four years later, he's still alive and healthy," says his proud mother Kusum, pointing to him.

World Vision feels that such stories and photographs are not meant to generate pity for children in distress, but to generate compassion and a sense of responsibility in the hearts of those to whom these letters are addressed.

The brochure explains to a prospective sponsor would like to know about the sponsorship and how it works. The sponsorship part stresses on building a relationship between the sponsor and the child, his family and his community. It pledges to provide a better life to the sponsored child. And to ensure that the sponsorship zeal does not fizzle out, it appeals for the sponsor's commitment to make a monthly gift to enable a child to grow. The brochure also explains what exactly a sponsorship will provide i.e. education, health care, recreational facilities, vocational training, clean drinking water, immunization and income generation schemes.

A sponsor, apart from getting information on how his money will be utilized will also like to know the sponsored child personally. The language is more personalized: "Your child's picture and story"; "An annual report so you can see how your child is progressing"; "The opportunity to develop a relationship with your child through letters, cards, and maybe even through visits". Such language builds a bond between a sponsor and the child that

he or she has not yet met or seen.

Appeal letter from the CEO

The appeal letter is signed either by the CEO or by the associate director of the concerned area or zone. The message is to ensure a better childhood, "Childhood is the most basic human right of children", is embossed on top on the left-hand side of the letterhead in orange color, making it prominent and striking. The addressee is addressed as "Dear Friend", followed by a candid submission "It's true that you can't change the world, but you can make a difference in the life of a child, one precious child".

The letter describes the CEO's or associate director's personal experience about the life of a disadvantaged child and how WVI could extend help to the child and its family through sponsorship. The letter, however, does not remain confined to plain-talk and sometimes meanders a bit into flowery language:

"Chaikaldhara, is a picturesque hill station. Nestled high above in the Satpura ranges, the place is a veritable treasure-trove for nature and animal lovers. Teak forests, wild boars, bears and tigers abound. Yet, beneath all this, there is an underlying current of poverty and hardship. Poverty has a way of crippling people and numbing their senses. In the villages where World Vision works, it is not un-

usual for both parents to go off to work leaving their children behind—some even as young as a year old have to fend for themselves. It's also not unusual to see pigs and stray dogs enter the huts and eat the food that has been prepared for the children.

But, all that is in the past. Now, the children are well looked after at the day-care centers set up by World Vision in the villages. Here, they are provided with a nutritious meal, receive a lot of love and a lot of attention. You can see the difference in their new found confidence, their smiles and the very fact that they are playing”.

The letter further explains how the child sponsorship works, giving liberty to the sponsor to choose the child from a photo sheet of pictures, which is part of the package. “All you need to do is decide which child you would like to sponsor, cut and paste the photo in the space provided on the coupon. Or, if you wish, we'll choose a child for you. (Please indicate this on the coupon)”.

This is followed with a marketing ruse, by promising the sponsor a free holiday, through a lucky draw. “Even more exciting is that when you become a Child Sponsor, you could be one of the two lucky child sponsors to win a free holiday to Bangkok, and also see World Vision's work there. Or you could be one in every 100 Child Sponsors to in a free holiday for you and a family member to Chikaldhara where you can visit your

sponsored child as well as see World Vision's work first hand.”

Photo sheet of pictures

Contains photographs of children whom a sponsor can adopt.

Response coupon

Response Coupon is of the size of the response envelop 4" x 9". On one side of the coupon the details for the sponsorship gift i.e. how the sponsor wants to make the gift i.e. monthly, three monthly, six monthly or yearly, two yearly and three yearly basis or will not sponsor a child but just donate some money. The other side of the coupon contains details about the free holiday incentive for the sponsors.

Response envelope

The response envelope is meant to send the response coupon by the sponsors. White in color it is a 4" x 9" in size with World Vision address printed on it. The sponsor need not paste a postage ticket, if it is posted in India. It says, “postage will be paid by the addressee”. However, a subtle appeal, “your stamp is an extra GIFT. Thank you” is printed to make the sponsor think twice before posting it without a postage stamp.

The direct mail program started in 1995 on a trial basis. The organization wanted to try a “product mix”, so direct mail, special event and television programs were all put together for fund raising ac-

tivities. At first, WVI hired an agency to arrange a mailing list. About 50,000 "mail drops" were sent. However, the mailing list the agency provided was mainly copied down from the old directories and not an updated list. Every drop costs Rs 20 and a large number of the letters came back undelivered. After this experience, the organization decided to build and use its own mailing list.

WVI approached Citibank. It quoted Rs 12 lakhs for the use of a list containing two lakhs addresses. The list was up to date and included addresses of clients having diners, club cards, gold card and class card. "We had to negotiate a lot with the bank to bring down the prices. It was almost like bargaining with the vegetable vendor. Finally, the bank agreed to allow us the use of these addresses for Rs 2 lakhs. In its agreement, WVI would prepare the mailer and would take it to the bank who would then dispatch it. We had no direct access to the addressee and the bank was the medium of communication," says Sagar.

Own mailing list

Finally, WVI decided to have its own mailing list. This helped in reducing the costs of each drop from Rs 20 to 6-7 rupees, and the income increased. While preparing the mailing list WVI initially purchased some addresses from an agency. To ensure that the addresses and phone numbers were not outdated, WVI relied on addresses on credit cards.

It also approached the vendors of mailing lists in the market and the chambers of commerce. Another source of addresses came from Readers Digest. Moreover, the list also developed as a by-product of various programs of the organization. Over time, the organization would receive more and more responses to its various programs and these addresses would be included into the database.

This effort involved a lot of exercise and the mailing list was developed over years. Now the organization nearly 70 per cent of the database gets updated regularly.

24-Hour Famine

The WVI organizes an event called 24-Hour Famine under which collective fasting is observed. Fasting is a noble cause and it also has a high religious appeal. By fasting, people commit themselves to the cause for the poor and they can express solidarity with the poor. According to WVI's annual report: "Apart from generating funds, the events is also to create an awareness about poverty...it helps generate empathy for those who are victims of poverty and hunger." During the event, awareness is created on poverty and hunger by inviting people to go without solid food for 24-hours, and to donate the money thus saved to WVI to provide food for hungry children. The organization tries to engage a celebrity to get a better response.

The first such event was held on September 30 to October 1, 1994. Nearly

10,000 people in India abstained from solid food for 24-hours to express their solidarity with the poor. They also raised money to fight against hunger and the event raised Rs 3,179,725 during that effort.

In addition, the organization also mobilizes sponsorships for the fasting program. The cost for feeding a poor person for a day is calculated and those who are unable to participate in the fasting event are persuaded to contribute the amount. Those sponsoring fasting event can contribute either for a day's calculations or for the multiples depending upon their willingness. Mobilization for sponsorship for fasting is done through personal networking of those who are participating in the fasting event.

Various programs like marathons, sports events, debate, quizzes, concerts are combined with the fasting event. During the second such event organized in August 1995, over 40,000 people across the country, participated in this event. A silent march of over 100 youth and children was flagged off in Chennai. Similarly, a team of 200 Famine Fighters ran the "24-Hours Famine Run" of five kilometers. The Run was followed by a day long carnival that included inter-school competitions in folk dance, dumb charade, essay writing and painting.

The event on "24-Hours Famine Program" also made people aware about the WVI policy, procedure, purpose and goal. Thus, the program also helped to spread WVI's message.

The organization also experimented with event organizing. "In 1996 we tried for a musical event. We approached a pop artist who was very famous and popular at that time. He quoted phenomenal fees Rs. 20 lakhs for one night performance. We realized that in this case even if we had priced the tickets at Rs 5,000 returns would not be very encouraging. Not everyone would be willing to pay such prices for the tickets. Besides, organizing such an event would have consumes a lot of organizations time and energies," says Sagar.

Television programs

Television programs also assist the direct mail program. The organization telecasts documentary programs on the Star TV. Through these documentary programs an appeal is made for sponsorship. The organization does not ask for any donations as sponsorship guarantees a steadier flow of income. During these telecasts live call centers are set up and operators wait for the calls so that on-line sponsorships are signed. WVI has not yet explored the utility of having a spot for its fund raising initiatives.

"When Tears Fall" was WVI's maiden venture in producing a television program. The film featured six stories of children from across India. These heartwarming, touching stories were about a street child, a bonded child laborer, a girl in a leper colony, the fishermen of Godavari, child acrobats and the difference a flight of stairs can make in a community.

The host of the TV show was Naseeruddin Shah, a well known theater and film personality. In his commentary, he talked about poverty in India and how to improve the future of Indian children.

The short film showed the viewer the real India with its poverty, and the needs and aspirations of the children. It also allowed them to take positive action to help these children by way of Child Sponsorship. "When Tears Fall" was aired on both Star Plus and Star World channels. The air-time for both these slots were donated to WVI by the channels.

Conclusion

The organization plans to focus on the young adults in schools to be a part of this program. Apart from generating future fund-raising sources, the young adults become more aware of the deprived sections of society. They are preparing to enter for the outside world as adults, but while still at school, retain the idealism and confidence that they can make a difference. ►

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PART THREE

Appendices

Appendix A

SOCIO-ECONOMIC CLASSIFICATION

Market research industry in India has developed a socio-economic classification system for households and individuals, which clubs all the people who are likely to behave similarly. This socio-economic classification system identifies people and households of following types

- ▶ SEC (socio-economic class) – A1 and A2 collectively known as SEC-A
- ▶ SEC (socio-economic class) – B1 and B2 collectively known as SEC-B
- ▶ SEC (socio-economic class) – C
- ▶ SEC (socio-economic class) – D
- ▶ SEC (socio-economic class) – E1 and E2 collectively known as SEC-E

The socio-economic classes have been developed on the basis of the two parameters- highest education of the main wage earner of the family, and profession of the main wage earner. The following grid gives information on the SEC-classes.

EDUCATION →		1	1	2	3	4	5	6	7
---OCCUPATION ↓									
Unskilled Skilled Worker Petty Traders Shop Owners	1	E2	E2	E1	D	D	D	D	D
	2	E2	E1	D	C	C	C	B2	B2
	3	E2	D	D	C	C	C	B2	B2
	4	D	D	C	B2	B1	A2	A2	A2
Businessmen/Industrialist With No. of Employees									
None	5	D	C	B2	B1	A2	A2	A2	A1
1-9	6	C	B2	B2	B1	A2	A2	A1	A1
B10 +	7	B1	B1	A2	A2	A1	A1	A1	A1
Self Employed/ Professionals]	8	D	D	D	B2	B1	B1	A2	A1
Clerical/ Salesman	9	D	D	D	C	D2	D1	D1	D1
Supervisory Level	10	D	D	C	C	B2	B1	B1	A2
Officers/Executive Junior	11	C	C	C	B2	B1	A2	A2	A2
Officers/Executives Middle/ Senior	12	B1	B1	B1	B1	B1	A2	A1	A1

Appendix B

CLASSIFICATION OF FIELDS

Culture and Arts

Includes theatres, museums, zoos, aquariums, performing arts, historical and cultural societies.

Sports and Recreation

Includes sports clubs, social clubs, service clubs like the Lions, Rotary etc.

Education and Research

Includes primary, elementary and secondary schools, higher education, vocational schools, adult and continuing education and research institutes.

Health

Includes hospitals, rehabilitation, nursing homes, mental health institutions, preventive health care, emergency medical services and volunteer ambulances.

Social Services

Includes child welfare services, day care, youth welfare, family welfare, services for the handicapped, services for the elderly, assistance to refugees and homeless people, shelters and food distribution.

Environment

Includes environment protection, conservation, cleanup and beautification, animal and wildlife protection and veterinary services.

Development and Housing

Includes community and neighborhood organisations, domestic economic and social development organisations, housing associations and housing assistance.

Civic and Advocacy Organizations

Includes civic associations, civil liberty groups, human rights organisations, advocacy organisations, legal services, crime prevention and rehabilitation of offenders and consumer protection.

Philanthropy and Voluntarism Promotion

Includes foundations, volunteer bureaus and fund raising organizations.

Religion

Includes churches, synagogues, mosques and other places of worship.

International Activities

Includes exchange, friendship and cultural programs, international disaster and relief, international human rights and peace promotion, development assistance and aid.

Business and Professional Associations, Unions**Others**

Appendix C

CONCERN INDIA FOUNDATION

Professional Services Offered by Concern India Foundation¹ to Individual/Corporate/Charitable Donors

Today, ever increasing numbers of corporate executives and officers of charitable trusts are being personally questioned by the tax and other regulatory authorities about donations made by their organizations to charity. The authorities and in the case of corporates, shareholders are concerned that the monies donated are not being put to legitimate use. Any adverse findings may lead to personal liability of the executives/trustees of the company/trust that gives the original donation. In order to avoid/prevent such situations from arising, CIF can offer its professional advice/expertise to such donors in the following circumstances/situations.

1. Where the donor is unclear as to the amount and cause to be supported.

CIF will identify a number of suitable projects concerning a variety of issues for e.g. child welfare, empowerment of women, education, employment etc. After consulting and discussing the scope and merit of each project with the donor the list will be amended and refined until the donor can identify a project that is appropriate for their support.

The charge for this service is 5% of the total amount donated to be given as a donation to CIF with the first payment to the donor or an amount of Rs.5000 (whichever is more).

2. When the donor requires an evaluation of its chosen project.

CIF will conduct a full professional evaluation of the relevant project and submit a report to the donor detailing its findings and conclusion. If required we would also be happy to recommend alternative projects and funding structures which are of optimum benefit to the donee.

The charge for this service is 5% of the total amount donated to be given as a donation to CIF with the first payment to the donee or an amount of Rs.5,000 (whichever is more).

3. *Only Monitoring*

When the donor has decided which charity to support and the amount he/she wishes to donate, the full amount is paid to CIF. We will disburse the funds to the chosen project either as agreed before with the donor or as and when required by the charity under our continual assessment of the use to which the money is being put. A three monthly short report will be sent to the donor together with a detailed annual report at the end of the year.

The charge for this service is 5% of the total amount donated to be given as a donation to CIF with the first payment to the donee or an amount of Rs.5,000 (whichever is more).

- In all the above cases the minimum donation to CIF will be Rs.5,000 per donee even if after evaluation the donor decides not to support any project.
- If the donor requires all the above three professional services, then a 15% service charge will be included.

Some of CIF's Events

'Delhi Diary' celebrated its ruby anniversary for which they organized a fashion show, music concert and other items. Delhi Diary with a desire to dedicate the event in aid of a good cause publicized it in aid of Concern India Foundation. For the event, CIF did not have any organizing responsibilities but received recognition at a platform and also received part proceeds of the event, approximately Rs 1,00,000.

'Aviance' in aid of CIF sponsored **'Beauty beyond Mirror'** in many cities throughout the country. For this event an amount was pre-decided and an event management company was hired. The experience highlighted the important aspects in organizing an event (event management skills) for example the importance of easy accessibility and adequate vehicle parking.

Concern's NGO Mela: Since 1995, Concern India Foundation has been organising an exhibition in Mumbai which not only brings together NGOs working in the social sector but also created awareness about the work being done by these NGOs for underprivileged people.

Child Art Exhibition – *an extract from the website of CIF*

Since 1996, Concern India Foundation has been displaying the talent of underprivileged children through our annual Child Art Exhibition. It is a showcase for the artistic talents of underprivileged children.

One of the mediums of expression for children is through art. There are many NGOs who provide those children, who live in slums or on the streets, with

some quality time away from their dismal surroundings. The children have no formal training but they have the imagination and the zest for life. The teachers and volunteers nurture and encourage them to express themselves and guide them in fine-tuning their talent. Warmth and understanding are all that it takes for these children to create works of art that are expressions of their hope and dreams. Splashes of bright colors, beautiful flowers and fish, scenic mountains, jungles and houses all painted with crayons, oil paints and watercolors.

The children feel a sense of pride at having their paintings put up at a prominent art gallery. The admiration by the visitors of their delightful works of art is enough to bring happy smiles to the faces of these children. It gives an added boost to the morale of the children when they see people appreciating their work.

The paintings are very reasonably priced between Rs 250 - 1000 and most of the paintings are sold out on the first day. The money is given to the respective projects to continue with their efforts to give a better future for these children.

The first Child Art Exhibition was held in 1996 at the Cymroza Art Gallery, one of the prestigious art galleries in Mumbai and the paintings were framed by Pundole Art Gallery. Both organizations did not charge us anything and since then have continued to give us their unstinting support for the exhibition. We have received tremendous support from companies who have sponsored the publicity costs thereby enabling us to create awareness among more and more people about this unique Exhibition.

Corporate donation: In 1998, a leading grocery store in Mumbai donated Rs 1 on every receipt given to the customers. This was continued for a period of three months. Though CIF tried to initiate this scheme with other stores too, but no other shops seem to be interested.

Colors of concern: CIF's Bangalore branch conducted this event with schools in partnership with one of the leading manufacturer of crayons. The event was a coloring competition that was conducted with a total of 46 schools in Bangalore in classes ranging from nursery to the IV standard. All materials (printed coloring sheets, crayon boxes, prizes, etc) needed for the competition was provided by the crayon manufacturing company.

The event was conducted over a period of six months during the drawing classes. The entry fee was Rs 10 per student and they were provided with coloring sheets and boxes of crayons. The Concern's "School Team" judged the competitions and awarded the first three prizes.

As the crayons were given to CIF at Rs 4.77 per box, therefore Rs 5.23 was earned from every student who participated. The total expenditure incurred was Rs 113,050 and the net income was Rs 77,025.

The event not only raised funds for CIF, but was also a breakthrough with vari-

ous schools in Bangalore and has facilitated future endeavors with schools. The event has also helped to create awareness among students and their parents about CIF and its activities.

Appendix D

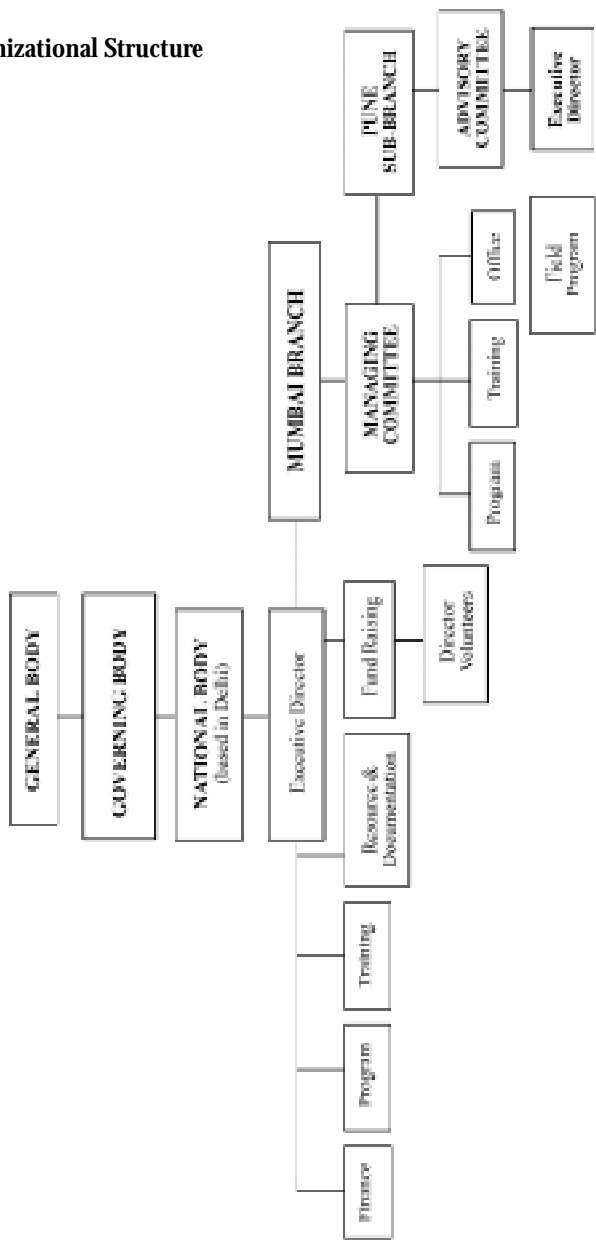
EKLAVYA FOUNDATION

Balance Sheet year ended 31.3.98	
Properties and assets	(Rs. in lakhs)
Land at Sandalpur	0.55
Project Equipments	8.86
Govt. and other Grants	8.82
receivables and carried forward	
Receivables	17.21
Loans, Advances and Deposits	1.01
Balance with banks:	
Corpus Investment	90.12
Others	7.76
Total	133.73
Corpus and Liabilities	
Capital Fund	0.75
Corpus Fund	90.12
Surplus	29.39
Grants for Equipment's	8.86
Government & other Grants	
refundable and carried forward	0.00
Current Liabilities	4.61
Total	133.73
Income and Expenditure Account for the year ended 31.3.98	
Income	(Rs. In lakhs)
Government and other Grants	76.58
Donations	0.05
Subscriptions to Chakmak	7.14
Sale of other Eklavya Publications	0.00
Miscellaneous Receipts	0.28
Interest Received	0.75
Total	84.80
Expenditure	
Expenditure on objects of the society	
a) Educational Projects	64.79
b) Expenses on Publications	17.51
c) Others	0.95
Surplus/Deficit of income over expenditure	1.55
Total	84.80

Appendix E

MOBILE CRÈCHES

Organizational Structure



Appendix F

NATIONAL ASSOCIATION OF THE BLIND

Balance Sheet 1998-1999

Funds & Liabilities	Amount (Rs)	Assets	Amount (Rs)
Trust fund/corpus	32,774,875.12	Immovable properties	15,420,159.97
Other earmarked Funds	48,570,482.12	Investments	48,613,632.00
Liabilities	540,388.90	Movable assets	6,350,323.99
		Loans & advances	134,877.60
		Income outstanding	129,000.00
		Cash & bank balances	1,494,864.96
		Income & exp. A/c	9,742,887.62
Total	81,885,746.14		81,885,746.14

Financial Statement:

Summary Audited Income and Expenditure Statement for the year ended 31 March 1999

Expenditure	Amount (Rs)	Income	Amount (Rs)
Establishment expenses	1,165,037.75	Interest	3,208,422.52
Other expenses	881,637.33	Donation in cash/kind	606,569.12
Miscellaneous	22,967.60	Income from other sources	4,735,250.00
Depreciation's	183,955.50	Govt. grant towards expenditure on other objects	2,189,793.00
Exp. on the trust's objectives :	20,673,661.34	Earmarked donations and other revenues	6,647,072.67
Total Exp.:			
Depreciation:			
		Excess of expenditure over income transferred to:	5,540,152.67
		a) Corpus:	
		b) I.E. A/c:	
Total	22,927,259.52		22,927,259.52

Investing in Ourselves: Giving and Fund Raising in India provides NGOs and fund raising practitioners with a deeper knowledge of the individual gift-giving market, as well as fund raising principles and strategies employed in the country. Whether you're a small, young non-profit, or a large national or international organization, you will benefit from the fund raising experiences of the local NGOs in the case studies, and from the findings of the market survey of philanthropic giving in India. The publication of the book is part of a seven-country research project spearheaded by the Asia Pacific Philanthropy Consortium (APPC), and funded by the Asian Development Bank, through the Asia Foundation, Nippon Foundation and United States Agency for International Development (USAID).

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